Page Denied

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM: R. E. Hineman DDS&T 6E60 Hqs			EXTENSION	NO. ER - 0553 88
				DATE 7 January 198%

STAT

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. DDCI				The attached was provided the DCI on 7 January at my biweekly meeting with him.
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B-800-IR

FORM 1-79 **610** USE PREVIOUS EDITIONS

☆ U.S. Government Printing Office: 1985—494-834/49156

6 January 1988

MEMORANDUM FOR: Director of Central Intelligence

FROM: R. E. Hineman
                  Deputy Director for Science and Technology

SUBJECT: Candidate Topics for February Off-Site

1. Following are a few topics for your consideration in setting an agenda for our management conference on 21-23 February.

   a. The need for a single Agency. As intelligence problems become more complex, it is clear that a multi-directorate response is necessary. Our present way of operating results in isolation of cultures which naturally encourages a much more narrow focus than desirable. We need to do a better job of preparing the next generation of Agency leaders so that they don't turn out to be just directorate leaders. We need to have more movement at various levels across the directorates and more unified programs in order to move toward a single Agency.

   b. Revitalized Executive Committee. If we are serious about moving to a single, unified Agency, a revitalized Executive Committee where advice can be given and taken, and decisions made is necessary.

   c. Advertise CIA successes. Is this really a good idea? Does the general public really expect the secret spy service of the country to expose its activities, and is the public really interested? How do we go about such a campaign? What sort of activities can we trumpet safely?

   d. Counterintelligence. Counterintelligence has been treated piece-meal by a limited number of people in two or three parts of the Agency. It is not just a Directorate of Operations problem or an Office of Security problem, but an Agency problem. How should the Agency organize itself and provide the proper staffing to do the job correctly?

   e. Research and Development funding. For years, research and development (R&D) funding activities have had to compete directly with all other Agency activities for funds. Because of the long-term nature of research and development funding, requests often are reduced in favor of "higher priority near-term" activities. As a result, we are not doing all that we should to prepare ourselves for the future. Would we be better off by establishing a fixed percentage of the Agency budget to go to R&D and set those funds aside right off the top just as you would funds for your savings account?

SUBJECT: Candidate Topics for February Off-Site

    f. Covert Action. While I play very little, if at all, in the covert action arena, it seems to me a topic which is worthy of some discussion. It is where the Agency gets all its black marks even though a very small amount of our resources is devoted to the subject.

    g. Agency size. The problems that require intelligence inputs are growing not only in number but in complexity. In order to be responsive to our customers, we need to increase the effectiveness of the people that we have, and I believe increase the number of people. There are some who would argue that the Agency is big enough and should not grow any more. It seems to me that some discussion on this subject would be beneficial.

2. I hope you will find the above helpful. Should you want further elaboration on any of the topics, I will be pleased to talk with you about them.

R. E. Hineman

cc: DDCI
    EXDIR

ROUTING AND RECORD SHEET

SUBJECT: (Optional)
Off-site Conference, 21-23 February 1988

Executive Registry

NO. 88-0858

FROM: James H. Taylor Executive Director	EXTENSION	
		DATE 1 March 1988

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Director of Central Intelligence	2 Mar.	3/10	✓	
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DCI EXEC REG

DCI EXEC REG

B-800-iR

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Off-site Conference, 21-23 February 1988

FROM: James H. Taylor Executive Director	**EXTENSION**	**NO.** $88 - 0858$
		DATE 1 March 1988

Executive Registry

25X1

TO: (Officer designation, room number, and building)	DATE RECEIVED	DATE FORWARDED	OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. Director, Intelligence Community Staff				TO ALL:
2. Deputy Director for Administration				PLEASE RESPECT THE DCI/DDCI'S
3. Deputy Director for Intelligence				VIEWS THAT THE NOTES FROM THE
4. Deputy Director for Operations				OFF-SITE SHOULD NOT BE
5. Deputy Director for Science and Technology				REPRODUCED AS INDIVIDUAL COMMENTS
6. Inspector General				ARE OFF-THE-RECORD.
7. Chairman, National Intelligence Council				
8. General Counsel				
9. Director, Office of Congressional Affairs				
10. Comptroller				
11. Director, Public Affairs Office				
12. Counsel to the DCI				
13. Director, DCI/DDCI Executive Staff				
14.				
15.				

DCI
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$B-800-1r$

☆ U.S. Government Printing Office: 1985—494-834/49156

S E C R E T

1 March 1988

MEMORANDUM FOR: Director, Intelligence Community Staff
                      Deputy Director for Administration
                      Deputy Director for Intelligence
                      Deputy Director for Operations
                      Deputy Director for Science and Technology
                      Inspector General
                      Chairman, National Intelligence Council
                      General Counsel
                      Director, Office of Congressional Affairs
                      Comptroller
                      Director, Public Affairs Office
                      Counsel to the DCI
                      Director, DCI/DDCI Executive Staff

FROM: Executive Director

SUBJECT: Off-site Conference, 21-23 February 1988

    Our off-site conference was made up of eleven specific discussions as set forth in the attached conference agenda. These notes are intended to briefly summarize the scope and character of each discussion, and our recommendations for future action.

    1. Mr. Hineman set forth the case for devoting a fixed percentage of the Agency's budget (to be settled <u>after</u> Congressional action) to basic research and development. He argued that such activity pays continuous dividends to all of us; that it should be regarded as support to the entire Agency and not simply to the S&T. He pointed to the need for Agency involvement in certain kinds of computer processing technologies, super conductivity, and in other areas with potentially revolutionary implications for many parts of our profession. Others expressed general support for an R&D program focused perhaps on five or six areas of the most fundamental interest to all of us. Mr. Hineman pointed out that there was an extensive process of consultation with all levels of management in an effort to ensure that our R&D program really is responsive to all our needs. He proposed that we gradually increase the percentage of our investment from today's approximately 1.5 percent to about 2.5 percent of our budget, and that this allocation be set after Congressional action. The DDCI noted that the question Evan had raised was analogous to the problem of whether one pays his savings account first or his mortgage payment. He suggested that we think of today's 1.5 percent of non-personal services as a floor, exploring ways to increase the level. Mr. Childs pointed out that we were free to make this decision, but that each time we build a fence around one part of our program we assured that many Congressional and other reductions would be applied to the ever-declining, non-fenced balance.

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2. The second session was a presentation of Agency demographic trends and their implications. Mr. Huffstutler took us through a series of charts (available to attendees), laying out the composition of our workforce from numerous points of view. He noted, in particular, that the number of non-strength count employees has grown from 12 percent of our total workforce some years ago to 25 percent today, reflecting, for example, the numbers of part-time security folks needed to cope with the sizeable increase in Agency population and the security escorts needed to help us with the construction and fitting out of the new building. He also noted that while today's Agency workforce is young, it seems to present a reasonable healthy balance between more mature individuals able to provide experience, competent leadership, and balance with newer, less experienced employees who bring us fresh ideas and perspectives from the outside world. There followed a good deal of discussion about today's reward structure; about attrition and flow-through; and about problems we have retaining certain kinds of employees, in particular, technical people at the GS-14 through SIS-01 or 02 level. Other issues discussed included some innovative proposals from the Human Resource Task Force report which will be coming forward for decision soon; the strong need for internal recognition of superior performance, in part a result of the lack of outside recognition; career progress being made by women; the operation of our career service structure; continuing changes in the mix of our workforce, particularly the continuing transformation of our clerical population into other higher skilled areas; and issues relating to whether we are promoting the right people to senior positions. The DCI stated his conviction that our career services, particularly at the senior level, should be more broadly based. Mr. Hineman expressed concern that, in pursuing this laudable goal, we not be driven to a process dependent only on a paper record, which he characterized as inadequate as it is operated elsewhere.

3. Mr. Taylor summarized the major changes that were made some four years ago in our language programs, emphasizing that our experience with the program so far strongly suggest that our Language Achievement and Maintenance Awards Programs are working as intended, i.e., they do motivate people to study and maintain language skills, but that the Use Program is not having the desired effect. Mr. Stolz explained his great concern that we do not have sufficient numbers of people who are truly competent to do business in foreign languages. He cited statistics about the too limited numbers of "highly skilled" (Level 4) speakers in many languages, and said that he will soon propose a reorientation of the Language Program to deemphasize Use Awards, while emphasizing higher level Achievement and Maintenance Awards. In addition, he may propose that some of the funds being spent on the Use Program truly be devoted to our training efforts, allowing us to put more people overseas into full-time language training or perhaps total immersion programs here in the United States. Mr. Childs noted that we needed to establish some goals (i.e., 100 Level 4 French

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S E C R E T

speakers), so we could see whether we were making progress. The DCI expressed his conviction that we must support a long-term program, that the Agency must make the necessary investments to sustain such programs, and said he would support sensible new initiatives.

4. Mr. Price reviewed the Agency's use of rehired annuitants, including those from the Agency as well as other federal organizations, particularly Defense and the FBI. He pointed out that most annuitants in effect do "piecework" and other tasks that aren't easily filled by career officers, and that a decision to replace our annuitants with full-time staff employees would add some $10M to our overall costs. There was a good deal of discussion about the various circumstances in which annuitants are cost-effective. The DDCI emphasized that those who use annuitants for their unique skills should be required to identify new sources of such skills within a specific time, e.g., one year. The DCI expressed appreciation for the detailed presentation, and noted that the program seemed useful and sensibly managed. He asked that we be particularly circumspect in allowing back very senior people, and that we avoid circumstances in which someone might retire from the Agency today and return to the same job tomorrow as an annuitant, and the circumstance where someone might retire in a lower or medium grade but be effectively granted a significant salary increase by the terms of his contract as an annuitant.

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5. [ ] took us through a series of provocative viewgraphs on executive training and development. Much of the subsequent conversation focused on recent innovations in the training program, particularly in the Executive Seminar and the new First-Line Supervisor's Course. The DCI asked a number of questions about assessment centers and similar techniques for coming to better informed judgment about the management or leadership abilities of individuals. He also asked a number of questions about the techniques available for motivating our people, and expressed particular interest in OTE's Looking Glass course, the new First-Line Supervisor's Course, and other efforts to help managers develop their abilities. Other topics were explored, including whether we are sending the right people off to universities; how our training selection process works; and whether we have tracked the people who have participated in our training program to see what has become of them since training. The DCI stated his conviction that "vertical dependency" is a problem, that our personnel system needs to signal to employees that their career, promotion and other needs are reviewed by more than their supervisor. There followed a decision of our panel process as it relates to this issue. Finally, there was an animated conversation about whether the Agency is promoting the right people into the SIS ranks and whether all employees are in fact taking advantage of the new innovative training programs which OTE has designed to help with these issues. Mr. Stolz particularly noted that the DO has a problem with participation in training programs, that partly this was the fault of Operations Directorate managers, that it was in part an attitudinal question, and partly that some OTE programs need to be better adapted to the Operations culture if they are to be successful. Mr. Hineman stated his

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view that we should bring all new supergrades back from overseas, as necessary, to participate in the Executive Seminar so as to ensure that all officers are exposed to this experience. _____ pointed out that participation is good and improving, but that more effort and management support will be required to get us to 100 percent.

6. The next session concerned minority hiring. Mr. Price took us through a number of charts, making the point that women are becoming a larger percentage of our professional workforce, that they seem to be doing reasonably well and are moving upward in our organization, particularly that the feeder groups to bring women to senior positions look in much better order than only a few years ago. The picture with respect to blacks and other minorities is not so positive. The statistics show respectable numbers of minorities coming into the Agency, though the numbers are distorted by recent hirings of large numbers of relatively low graded employees. There ensued a long discussion of the meaning of these statistics; the effect of the PATB; and about how our hiring process worked. Mr. Price noted that entry into the Agency for blacks would likely become more difficult as the numbers of new hires decrease dramatically as a result of reaching ceiling and an end to growth. In effect, the competition is increasing. The Director emphasized that our directorates and offices don't hire people, the Agency does. He said that the Office of Personnel should, in some cases, hire qualified blacks and other minorities, even though there might not be an Agency sponsor for them initially, and take the responsibility for placing them on a career path. He added that the circumstances for our women appeared good, but that we need to redouble our efforts with blacks and other minorities.

7. The discussion then turned away from personnel resources to a broader conversation about resource issues. Mr. Taylor reviewed how the Community process evolved over the last decade and the DCI's changing role, the abolition of the Executive Director's job in 1973, and the development of the Comptroller meeting format which has shaped today's budget management arrangements. He added that there now seems to be a broadly-based consensus for much more thoughtful Agency planning directly linked to our resource process, and that he will make some specific proposals shortly.

8. Messrsr. Stolz and Kerr then presented their perspectives on today's resource picture, stressing our diminished circumstances, our changing priorities, what the new Administration may want, and the perennial question of what we can stop doing in order to make room for needed new efforts. The DCI, in particular, stressed that we need to focus on what we must do, not on what we don't want to do. He expressed his sense that despite reductions, we are in quite good circumstances overall, and reiterated that we need to pay continuing close attention at all management levels as to whether our money is being spent in areas where it is truly required. The DDCI noted that he didn't have the intimate contact with budgetary issues in the Agency that he did as DDI, but that his view of our overall circumstances was inevitably shaped by the small examples that came to his attention, and that he had seen enough examples of unnecessary expenditures lately to cause him to question whether we face a serious resource crunch.

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There followed a general conversation of these points, with emphasis on the need to focus more clearly on the little items which do, in fact, add up, but with recognition that just inflicted, sizeable cuts in the base program will go far towards eliminating any minor excesses which may have appeared. Mr. Taylor said that, in his opinion, a discussion about whether we would need to cut overseas stations or reduce or terminate analytical work in selected areas (such as narcotics or counterterrorism) to cope with budget cuts was irrelevant at the moment because these were not the items in our program that truly cost money. He suggested that at the Agency's lowest financial ebb in the late 1970's our personnel costs constituted half of the Agency's budget, with the balance directed to current operations and a near-zero level of investment. Even in 1988, after significant recent cuts, our investment programs still total more than _____ and it is in this area that we will regrettably be forced to take further cuts if they come. The DCI stressed the need to work hard to ensure that we maintain a level of investment in the areas which require it; in effect, doing a little bit each year to keep ourselves modern rather than be faced with replacing total systems with expensive and highly-visible investment initiatives.

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9. The Executive Committee met privately with the DCI and DDCI on Monday evening to concentrate on a discussion of our counterintelligence/ security posture, and to discuss senior management relationships and arrangements generally. Mr. Huffstutler was tasked to prepare a paper summarizing our discussions in the counterintelligence area.

10. Tuesday morning the DCI summarized the previous evening's discussion along the lines above; announced his decision that _____ will be the new ADDI; and emphasized his conviction that we must renew our emphasis on thoughtful planning for the future. We then returned to the resource discussion which had begun the day before, with Messrs. Hineman and Huffstutler summarizing their circumstances and the challenges they face. Mr. Hineman emphasized the collegial planning approach he had developed in the S&T which encourages the Office Directors to operate in a more thoughtful way. Mr. Huffstutler emphasized that while the DA had taken major reductions recently, they at least had the satisfaction that (except with respect to technical security), they had made major progress on most of the needed Agency upgrades, including our communications program, the new building program, etc.

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11. The Director then summarized the entire session, expressing his general satisfaction with the conversation, and complimenting all of the presentors for their efforts. He observed that we hadn't spent much time talking about communications with our employees, but that he wished to emphasize its importance and that we would discuss it explicitly at our next session. He again emphasized his conviction that an organization as heterogeneous as the Central Intelligence Agency very much needs a corporate perspective at the top, and that we are a cutting-edge organization requiring continuing investment in the future if we are to maintain that status. He emphasized the importance of investing in systems which allow

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us to move our information around to ensure that the right people get the right information, and stressed that we must do all this in the most modern way...at least on a par with the private sector. He stressed that there were certain kinds of issues that are very important to employees: parking spaces, clean halls, decently painted facilities, etc., and that in dealing with the budgetary cutbacks we should ensure that we don't tamper with these important and high-visibility programs any more than is absolutely necessary. He encouraged further progress in the executive training and development areas, suggesting that we have made a very solid start; that we need to maintain our flexibility and find additional ways to make sensible moves which will enhance the future capabilities of our people. Finally, he stressed again the need for all of us to think of "we" as referring to the entire Agency, not just to the particular component in which we worked, and reiterated that we needed to do better at tying our resource decisions to our goals. Following this, the DDCI and others present each expressed their views on the value of the discussions held and offered suggestions for the future.

Decisions:

12. The Language Program will be revised to deemphasize the use of language Use Awards and increase our investment in training and Achievement and Maintenance Awards. Mr. Stolz will have proposals prepared for detailed consideration by the Language Development Committee.

13. Mr. Taylor will begin development of a planning process which will link our management objectives and priorities directly to the budget process. Major changes will be made in time for incorporation into the 1991 budget process beginning in the Fall.

14. Mr. Huffstutler will complete a memorandum outlining agreed changes in the counterintelligence/security area.

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James H. Taylor

cc: DCI
     DDCI

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S E C R E T

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25X1

/ James H. Taylor

cc: DCI
    DDCI

ORIG:EXDIR:JHTaylor:be
Distribution:
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  1 - EXDIR Off-Site Conf File

6

CONFIDENTIAL

ER 0553/1-88

19 February 1988

MEMORANDUM FOR: Director, Intelligence Community Staff
                      Deputy Director for Administration
                      Deputy Director for Intelligence
                      Deputy Director for Operations
                      Deputy Director for Science and Technology
                      Inspector General
                      Chairman, National Intelligence Council
                      General Counsel
                      Director, Office of Congressional Affairs
                      Comptroller
                      Director, Public Affairs Office
                      Counsel to the DCI
                      Director, DCI/DDCI Executive Staff

FROM: Executive Director

SUBJECT: Off-site Conference, 21-23 February 1988

    1. Attached is a revised agenda for our off-site. The only change is that the Executive Management and Counterintelligence sessions have been moved to Monday evening. This combined session will be held at _____   25X1 attendance at this session will be limited to the DCI, DDCI, EXDIR, the four DDs, and the IG.

25X1   2. The above change has necessitated that Theme III, on Resources and Requirements, be rather awkwardly split between Monday afternoon and Tuesday morning.

James H. Taylor

Attachment:
  Revised Agenda

AIUO Upon Removal of Attachment

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AGENDA FOR
DCI CONFERENCE
21-23 FEBRUARY 1988

SUNDAY, 21 FEBRUARY

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1830-1930	Dinner
1930-1945	Introductory Remarks by the DCI
1945-2100	Theme I: Selected Issues
1945-2100	R&D Funding (Evan Hineman, Danny Childs)

MONDAY, 22 FEBRUARY

0700-0800	Breakfast
0830-1415	Theme II: Employment and Personnel Practices
0830-0930	Agency Demographic Trends and Their Implications (Rae Huffstutler)
0930-1000	Language Development (Jim Taylor, Dick Stolz)
1000-1015	Coffee Break
1015-1100	Use of Annuitants (Ted Price)
1100-1215	Executive Development--Training and Assignments
1230-1330	Lunch
1330-1415	Minority Hiring and Career Programs (Ted Price)
1415-1430	Break
1430-1600	Theme III: Resources and Requirements
1430-1445	Resource Decisionmaking--Overall Process and Strategy (Jim Taylor)
1445-1515	The DI and DO Perspectives (Dick Kerr, Dick Stolz)

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1515-1530	Coffee Break
1530-1600	The DI and DO Perspectives (Cont'd)
1600-1730	Recreation Break
1730-1800	Reception
1800-1900	Dinner
1900-2100	Theme IV: Executive Management (Evan Hineman)
2100-2200	Theme I (Cont'd) Counterintelligence: What Next? (Dick Stolz, Bill Donnelly)

TUESDAY, 23 FEBRUARY

0730-0830	Breakfast
0900-1015	Theme III: (Con't) The DA and DS&T Perspectives (Rae Huffstutler, Evan Hineman)
1015-1030	Coffee Break
1030-1130	DCI Comments/Wrapup Discussion
1200-1300	Lunch

25X1

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ER 0553 88

9 February 1988

MEMORANDUM FOR: Director, Intelligence Community Staff
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology
Inspector General
Chairman, National Intelligence Council
General Counsel
Director, Office of Congressional Affairs
Comptroller
Director, Public Affairs Office
Counsel to the DCI
Director, DCI/DDCI Executive Staff

FROM: Executive Director

SUBJECT: Offsite Conference, 21-23 February 1988

1.   Attached is the agenda for our offsite.

2.   The DCI would like the person(s) listed in parenthesis after each topic to kick off each session with a 10 or 15 minute introduction or overview designed to generate a thoughtful discussion of the topic for the allotted time. Where two of you are assigned responsibility for a topic, please discuss your presentations with each other before our offsite to minimize duplication.

3.   Because of the breadth of Theme IV (Executive Management), Evan and Dan have been allotted additional time (one half hour or so) to stimulate our thinking and take us through a critical review of our use of interdirectorate task forces, the redesigned IG process, the role of the Executive Committee, the senior personnel assignments process and other existing or desirable integrating mechanisms. This session (Theme IV) will be attended only by the DCI, DDCI, four DDs, IG, the Executive Director and the Comptroller.

4.   I will introduce Theme III, Resources and Requirements, very briefly describing our overall resource decisionmaking process and our basic strategy. The DDs will then team up for 20 to 30 minute presentations on

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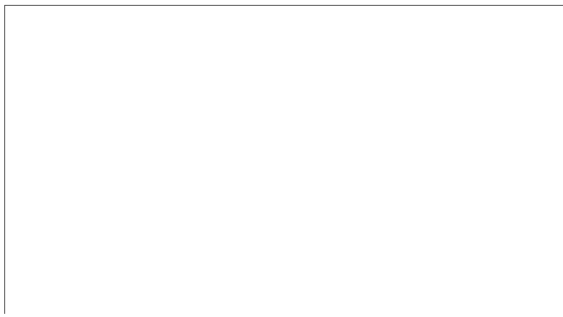
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how they are balancing requirements for additional effort, the need to support today's agreed program, and the requirement to invest in future capability. The remaining time would be spent exchanging views and experiences with the rest of us on the subject.

25X1

James H. Taylor

Attachment:
  As stated

ORIG:EXDIR:JHTaylor:be
Distribution:
  0 - D/ICS w/att.
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AGENDA FOR
DCI CONFERENCE
21-23 FEBRUARY 1988

SUNDAY, 21 FEBRUARY

25X1

1830-1930	Dinner
1930-1945	Introductory Remarks by the DCI
1945-2100	Theme I: Selected Issues
1945-2100	R&D Funding (Evan Hineman, Danny Childs)

MONDAY, 22 FEBRUARY

0700-0800	Breakfast
0830-1415	Theme II: Employment and Personnel Practices
0830-0930	Agency Demographic Trends and Their Implications (Rae Huffstutler)
0930-1000	Language Development (Jim Taylor, Dick Stolz)
1000-1015	Coffee Break
1015-1100	Use of Annuitants (Ted Price)
1100-1215	Executive Development--Training and Assignments
1230-1330	Lunch
1330-1415	Minority Hiring and Career Programs (Ted Price)
1415-1515	Theme I (Cont'd) Counterintelligence: What Next? (Dick Stolz, Bill Donnelly)
1515-1530	Coffee Break

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1530-2030	Theme III: Resources and Requirements
1530-1600	Resource Decisionmaking--Overall Process and Strategy (Jim Taylor)
1600-1700	The DI and DO Perspectives (Dick Kerr, Dick Stolz)
1700-1800	Recreation Break
1800-1830	Reception
1830-1930	Dinner
1930-2030	The DA and DS&T Perspectives (Rae Huffstutler, Evan Hineman)

TUESDAY, 23 FEBRUARY

0700-0800	Breakfast
0830-1000	Theme IV: Executive Management (Evan Hineman, Danny Childs)
1000-1015	Coffee Break
1015-1130	Theme IV (Cont'd)
1130-1200	DCI Comments/Summary
1200-1300	Lunch

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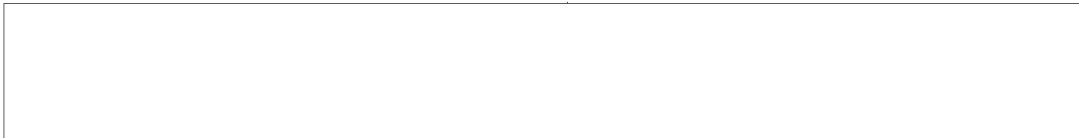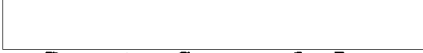
13 January 1988

MEMORANDUM FOR: Director of Central Intelligence

STAT   FROM:
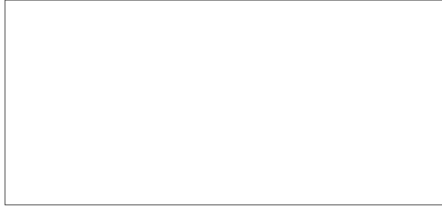
Deputy General Counsel

SUBJECT: Senior Agency Managers Planning Session

1. When you mentioned your plans for a senior Agency managers planning session for 21-23 February, you asked that any ideas for that meeting be submitted to you. As a format for exploring how we might plan for the Agency's future, I suggest you consider using an ABA developed planning technique that OGC has been using for the last several years. It has been quite helpful and productive for us.

2. In capsule form, the process involves seven distinct steps. The first step is the development of a detailed assessment of the organization. The second is the establishment of goals for the organization. The third is an assessment of significant problems or opportunities relevant to those goals. The fourth is the establishment of objectives to address the problems or opportunities. The fifth is the development of strategic plans for each objective. The sixth is a resource analysis of all the strategic plans. And the seventh is the agreement on specific action plans based on the resource analysis.

3. While this may seem quite theoretical, it is a very powerful methodology that works. In the attachment, we have excerpted from a longer paper on this subject which provides further details about how the process works. If you are interested or want further details, we have used the technique for the last several years and would be glad to provide any further detail you might need.

STAT

Attachment

DCI
EXEC
REG

B-800-in

THE LONG-RANGE PLANNING PROCESS

The "long-range strategic planning process" that has been used so successfully by many law firms to help them decide on what their sights should be set can be equally effective in any organization. The term "long-range strategic planning process" can be intimidating to many because it has a "crystal ball" connotation. Who can look way into the future with any certainty or precision? In that frame of reference, "long-range planning" is a misnomer. Long-range planning is no more than a continuing process of short-range steps directed toward practical improvement of an organization. The important concept is the systematic and continuing nature of the process that examines strategic goals. Strategic goals are attacked by implementing short-term specific action plans or programs.

Long-range planning is _not_ the process of sitting down once and trying to define what the situation might be five or ten years hence and then idly waiting to see if those predictions prove to be true. It is, however, the process of carefully assessing the organization. Based on that assessment, it is the identification of specific action plans that can be undertaken to move the organization toward strategic goals. It is the commitment to a realistic number (those which obviously have the highest priority) of all the action plans which have a reasonable chance of being completed over the upcoming six to twelve months. It is the establishment of a system to monitor and follow up the selected

and agreed upon action plans. And, finally, it is the commitment to continue to repeat this process every six to twelve months.

The first step in the process is to assess the organization. What are its strengths? What are its weaknesses? What are the outside forces that impact on the organization? Where should the organization head in the future? What are the opportunities for the organization? This process should be a free flowing one in which ideas on all these subjects are offered and discussed but not to the extent that they are evaluated for acceptance or rejection. Trying to make a decision during the assessment stage without having built an objective understanding of the issues will force the participants toward personal agendas. The group leader should be trying to find a consensus on the issues without polarizing the discussion. The assessment points should be written on large sheets of paper and taped around the room as the group proceeds through lots of ideas. It is basically a brainstorming session to get as many honest and candid perceptions about the organization on the table as possible.

Once an assessment of the organization has been completed, the group needs to step back from that assessment, but obviously keeping it in mind, and try to articulate and develop some goals for the organization's future. The goals may reflect weaknesses that have been previously identified. A goal is a qualitative statement of direction. For example, a goal for a legal office might be to increase the clients' awareness of the legal services available to them -- a marketing goal. A goal might be to upgrade

2

the skills and expertise of the law department. A goal might be to improve the communications within the law department. A goal might be to improve the efficiency of the law department (how to do more with existing or diminished resources). These are but a few examples of goals that might be discussed.

Once all the candidate goals are identified, a ranking or prioritization needs to be undertaken. It may be that one goal ranks so far above the others that it singly will stand out and merit a full attack. It may be that the senior managers will agree that several goals rank high enough and these several all deserve further exploration.

The next step in the planning process is to develop objectives that can lead to satisfaction of the goals. An objective is a quantitative statement of direction which can be demonstrated and measured. What conceptually can be done to try to reach a particular goal? Once an objective is identified, the group needs to develop a specific action plan or plans (individual tasks or projects) which, if completed satisfactorily, will help reach each objective. The group will then identify the resources (particular individuals assigned, time required, and other associated costs) and a schedule for completion of each project. Once this has been completed for the most important of the objectives for each of the goals, a complete resource analysis must be made to determine how many tasks or projects the organization will be able and willing to undertake within the upcoming six to twelve months. Another ranking or prioritization will probably be in order. This final

3

set of action plans will yield the composite long-range plan for the upcoming period.

One key aspect to successful long-range planning is realizing that too many projects can be taken on when a plan is devised such that eventually very little or nothing actually gets done. The first rule is to initially be conservative in the commitment to projects to improve the practice. Select the highest priority goals or goals, identify several specific projects which will further that goal or goals, then take on a realistically manageable number of those projects so that most of them can be done well. Even under these circumstances, however, do not expect one hundred percent perfection. Be satisfied with the completion of most of the projects, then be prepared to develop and initiate new projects for these or other goals.

Another key aspect to successful long-range planning is the requirement to develop <u>specific</u> action plans or tasks. These are projects to which particular individuals are assigned with delineated schedules and end products. For example, for a legal practice, specific individuals such as A, B, C and D may be given the task to develop a specific product such as a descriptive brochure that can be given existing and potential clients that outlines the practice or the legal services the practice offers. It might describe the specialty areas within the practice and who is responsible for each of those areas. The project would assign particular responsibilities for named individuals in the office, it would have a schedule for the first draft, for the review and approval process and for the production of a completed product.

4

Developing a plan and a fail-safe mechanism to review the progress of the specific action tasks or projects that have been selected for implementation is essential to carry out a successful long-range planning program. This should be done every six to twelve months, and in conjunction with this periodic review the senior managers in charge of the organization should be building a consensus to begin the next set of action tasks or projects.

5

SECRET
The Director of Central Intelligence

Washington. D.C. 20505

National Intelligence Council

NIC #00088-88
7 January 1988

MEMORANDUM FOR: Director of Central Intelligence

VIA: Deputy Director of Central Intelligence

FROM: H. F. Hutchinson, Jr.
                  Acting Chairman

SUBJECT: DCI Retreat 21-23 February

1. My understanding is that you wish to identify and discuss some of
the long-term issues rather than near-term problems and that you are more
interested in airing those issues to ensure mutual understanding rather than
finding short-term solutions.

2. Some issues, representative of the concerns you may wish to have
aired, are:

        a. Developing leaders and managers in the Agency. Everyone is in
favor of this and several programs, in several directorates, can be
pointed to as evidence of our commitment. I am also reminded of a
comment a few years ago that ". . . the Agency has the finest people I
have ever seen in government . . . but, they are all number two men,
there are few number ones." The reference was to a dearth of leaders
and managers.

        Are we systematically selecting people for development?

        Are we providing them the required formal training?

        Are we providing the even more important broadening experience
            such as cross directorate assignments, sabbaticals,
            assignments with other departments?

        b. Integrating Agency resources across directorates: a managerial
challenge and a necessity. The intelligence problems faced by the DCI
usually are not separate ones of analysis, S&T, and clandestine
collection; the problems usually are seamless ones, e.g., arms control
and embody all those parts. The intelligence problems are divisible
into separate parts at a lower level than the DCI, but the challenge

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DCI
EXEC
REG

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remains for the DCI to reintegrate the parts into something actionable. Organizational and management theory deals with the concepts of "line" and "staff." In the case of the Agency, the directorates are your line elements; you have some staff elements but none is designated to integrate for you in any significant way the separate actions of the directorates. The Intelligence Community Staff performs a staff integration function with the Community budget (the National Foreign Intelligence Program); the Executive Director of CIA performs a staff oversight function for the Agency budget and integrates some support programs within the Agency; and the National Intelligence Officers perform an integrating staff function, although only in the area of national estimates.

Are these arrangements satisfactory for you?

Most Directors have been satisfied, after a fashion, even though they tinkered with the specific duties of staff elements.

Would it assist you if the Executive Director had more management or staff authority, especially if it extended to the directorates of intelligence, operations, and S&T?

Should the Intelligence Community Staff be restricted to the Community program and budget function? Should its Community responsibilities be expanded? Or, is the ICS already working beyond limits of capability?

Could the NIO staff role be expanded beyond the estimate function to assist the DCI in the integration of Agency resources?

Or, is the staff support to the DCI about right?

c. Compartmentation: A security necessity and an obstacle to management. There is no question that the probability of leaks or other compromise of secrets goes up as the number of people who have knowledge grows. Therefore, we compartment "sources and methods" and even the "fact of" many operations and technical projects. This practice causes few problems in the field and at the "worker bee" level. On the other hand, compartmentation practices that exclude DCI senior staff and managers from knowledge deprive the DCI of advice and counsel.

Have we compartmented excessively among DCI senior staff and managers?

Have leaks or other compromises ever been a problem with DCI senior staff and managers?

Should we reduce compartmentation at the senior level while maintaining our present practices in the field and at lower levels?

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    d. <u>How do we develop analysts to ensure they have a sense of the "real world?"</u> Senior State and Defense officials frequently criticize CIA analysis on the basis that the "analysts simply do not understand the problem, . . . the analyst doesn't understand weapons . . . the analyst doesn't understand Salvadorans" . . . etc. We usually counter or dismiss the criticism by pointing out "policy biases . . . vested interest . . . clientitis . . ." on the part of the critic. The analysts at CIA, and other intelligence organizations, in the post-War II period brought to their work extensive prior military or business experience, foreign travel as journalists, soldiers, and academics, and their intelligence analysis reflected a sense of the real world. The present generation of analysts comes straight from college to the Agency. Their writing does not reflect an appreciation of foreign culture, exotic political arenas, the gritty reality of war and power politics. Or, so some would ask us to believe.

        Are there demonstrable differences in the life experiences of
            today's analysts as compared to 1960 or so?

        Are there significant differences in the criticism of the analysis
            in the different periods? Differences in the quality of
            analysis?

        Are we systematically compensating for the difference in life
            experiences of the two generations of analysts?

        Or, is this not a problem?

    e. <u>Counterintelligence and security in the Agency.</u>

25X1

all point to the need to make changes in CIA security and CI functions. While changes are called for throughout the government, we all realize that CIA must take the lead. The oversight committees certainly look to the DCI for leadership. The IG report stressed the point that counterintelligence is a necessity, not only for the Directorate of Operations but for all the Agency. Therefore, we must consider organizational changes in order to deal with the CI and security needs of the whole agency. There are many variations of organizational solutions but most of them sort into one of two approaches; a separate directorate composed of CI and security elements or a smaller independent office with tasking and review authority throughout the Agency. A separate directorate would own all the CI and security resources necessary to do the job, the independent office would have only a small coordinating staff and would operate on a matrix management scheme.

        What are the reactions to the two general approaches to a new
            organization?

        What would be the cultural impact of the two approaches? Would a
            separate directorate be too intimidating?

Would the resource impact of the independent office be less than a directorate?

Which approach is likely to be more responsive? And effective?

3. I look forward to the discussion and would be pleased to help in any way you wish.

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H. F. Hutchinson, Jr.

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NIC #00088-88
7 January 1988

SUBJECT: DCI Retreat 21-23 February

DCI/AC/NIC:HFHutchinson,Jr.:bha(7 Jan 88)   25X1

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     1 - SA/DCI
     1 - DDCI
     1 - ER
     1 - HFH Chrono
     1 - O/C/NIC Chrono

5
SECRET

11 January 1988

MEMORANDUM FOR: Director of Central Intelligence
                 Deputy Director of Central Intelligence

FROM: Daniel A. Childs, Jr.
                 Comptroller

SUBJECT: Topics for Agency Management Conference

    1. I assume that you will get a number of suggestions from the Deputy Directors on substantive and procedural issues that senior managers should address at the Agency management conference. So that we do not duplicate that list, I am suggesting two broad, resource-related items that I believe you should spend some time discussing:

-- We face a number of requirements to increase our efforts in security/counterintelligence; expand the NSC-mandated covert action programs; supply additional personnel for program management, processing and analysis for new national technical collection systems; provide additional responses to the Soviet threat (including weapons analysis and arms control monitoring if a strategic arms limitation treaty is signed); and create new incentives to recruit and retain a skilled workforce in the future. How, in a resource-constrained environment, will the Agency select among these new requirements? Are we prepared to say no to any requests to do more in any of these (or other) areas?

-- How should we organize ourselves to improve corporate decisionmaking to enhance the consistency of our decisions across different problems. For example, should we look to a revitalized Executive Committee process (with formal staff work available for the participants) as a means to better integrate our decisions or should we explore other alternatives for achieving this goal?

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    2. Please let me know if you need anything further on this subject.
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                             Daniel A. Childs, Jr.

cc: Executive Director

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SUBJECT: Topics for Agency Management Conference

Distribution:
   Orig - Addressees
        1 - ExDir
        1 - Ex Registry
        1 - Compt/DCompt
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        1 - C/AG
      · 1 - C/IG
        1 - C/OG
        1 - C/S&TG
        1 - C/AnG
        1 - C/BMG
        1 - DCompt Chrono

25X1   D/Comptroller [   ] (11 Jan 88) (COMPT 88-031) (DCompt #1167)

OCA 8%-0003
7 January 1988

NOTE FOR: The Director
          The Deputy Director

25X1

FROM: Dave Gries

SUBJECT: Suggested topics for February 21-23 Off-Site Conference

goals for 1988

    what are CIA's goals for 1988 (drawn from submissions to the DCI)
    how should we acquaint our managers with these goals
    do we need a system to measure progress against goals

"one agency"

    should supervisory titles be made uniform across the directorates
    should out-of-directorate "interims" become a mid-career
      requirement
    is one career service a better idea than separate career services
    are CIA personnel policies applied evenly across the directorates
    do directorates maximize the expertise of other directorates

the "compleat" intelligence officer

    should all new officers receive Career Trainee training
    should out-of-directorate rotational assignments be mandatory

career development for minorities (including women)

    how effective are our efforts to hire minorities
    how are minorities faring at CIA
    are senior executives sufficiently aware of minority issues
    are we identifying high potential minority employees within CIA
    are we actively promoting their careers

improving counterintelligence and security

    what is the recent record
    is the security reinvestigation system satisfactory
    how can we strengthen counterintelligence at stations abroad
    are we organized to obtain better results

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                          CONFIDENTIAL

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AGENDA FOR
DCI CONFERENCE
21-23 FEBRUARY 1988

SUNDAY, 21 FEBRUARY

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1830-1930	Dinner
1930-1945	Introductory Remarks by the DCI
1945-2100	Theme I: Selected Issues
1945-2100	R&D Funding (Evan Hineman, Danny Childs)

MONDAY, 22 FEBRUARY

0700-0800	Breakfast
0830-1415	Theme II: Employment and Personnel Practices
0830-0930	Agency Demographic Trends and Their Implications (Rae Huffstutler)
0930-1000	Language Development (Jim Taylor, Dick Stolz)
1000-1015	Coffee Break
1015-1100	Use of Annuitants (Ted Price)
1100-1215	Executive Development--Training and Assignments

25X1

1230-1330	Lunch
1330-1415	Minority Hiring and Career Programs (Ted Price)
1415-1515	Theme I (Cont'd) Counterintelligence: What Next? (Dick Stolz, Bill Donnelly)
1515-1530	Coffee Break

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S-E-C-R-E-T

- CONTENTS -

SECTION I

AGENCY DEMOGRAPHIC TRENDS
AND THEIR IMPLICATIONS

SECTION II

USE OF ANNUITANTS

SECTION III

FEMALES AND MINORITIES & CAREER PROGRAMS

    o   Strength Report

    o   Processing Report

    o   Statistical Data

S-E-C-R-E-T

SECTION 1

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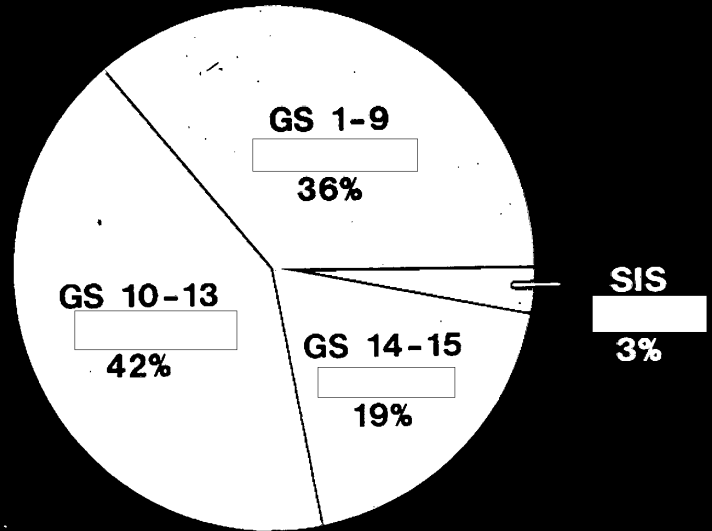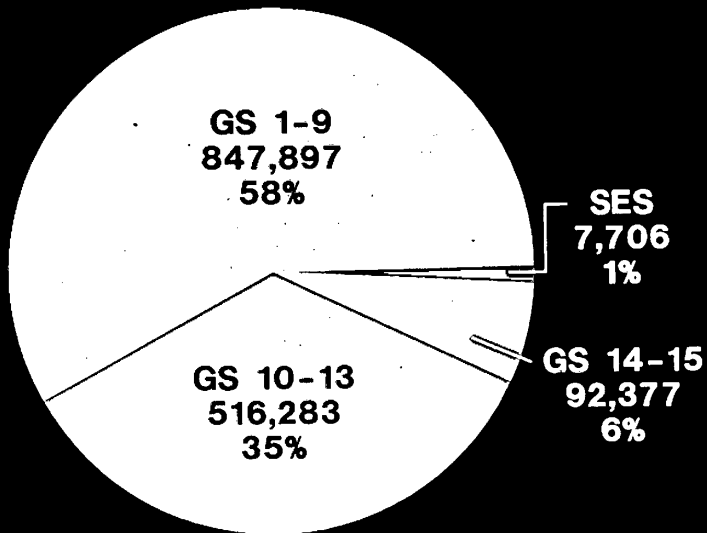Next 6 Page(s) In Document Denied

Agency Subcategories
Ceiling Count

Percent %

80
70
60
50
40
30
20
10
0

1978   1982   1986   1988   1990°   1993°

° Projected
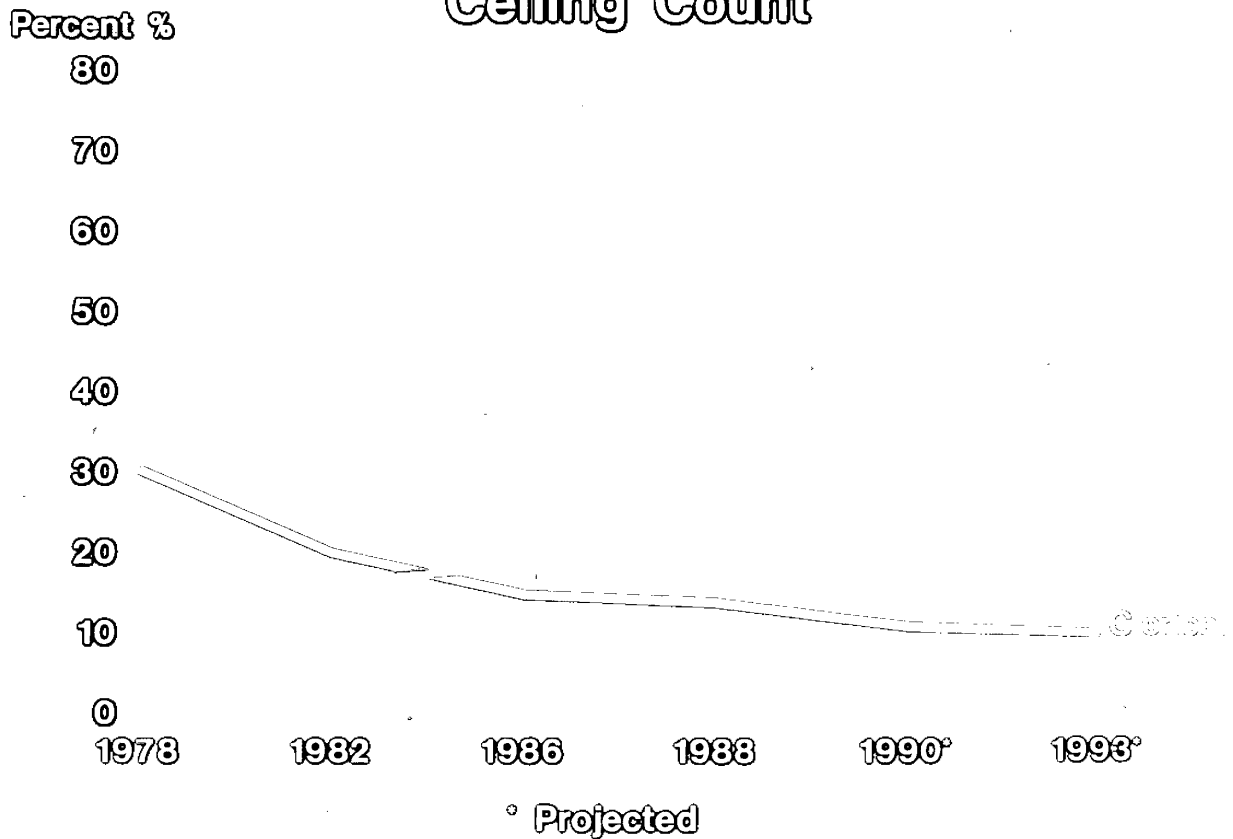
Grade Comparisons 1988

U.S. GOVERNMENT

C.I.A*

25X1

GS 1-9
847,897
58%

SES
7,706
1%

25X1
25X1

25X1

GS 10-13
516,283
35%

GS 14-15
92,377
6%

GS 1-9

36%

SIS

3%

GS 10-13

42%

GS 14-15

19%

25X1

TOTAL 1,464,263

TOTAL

Average GS Grade = 8.5

Average GS Grade = 11.5

·IS & TC are factored into GS

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Agency Grade Trends

50	
40	GS 1-9
30	
20	
10	
0	S.S

1979   1981   1983   1985   1987
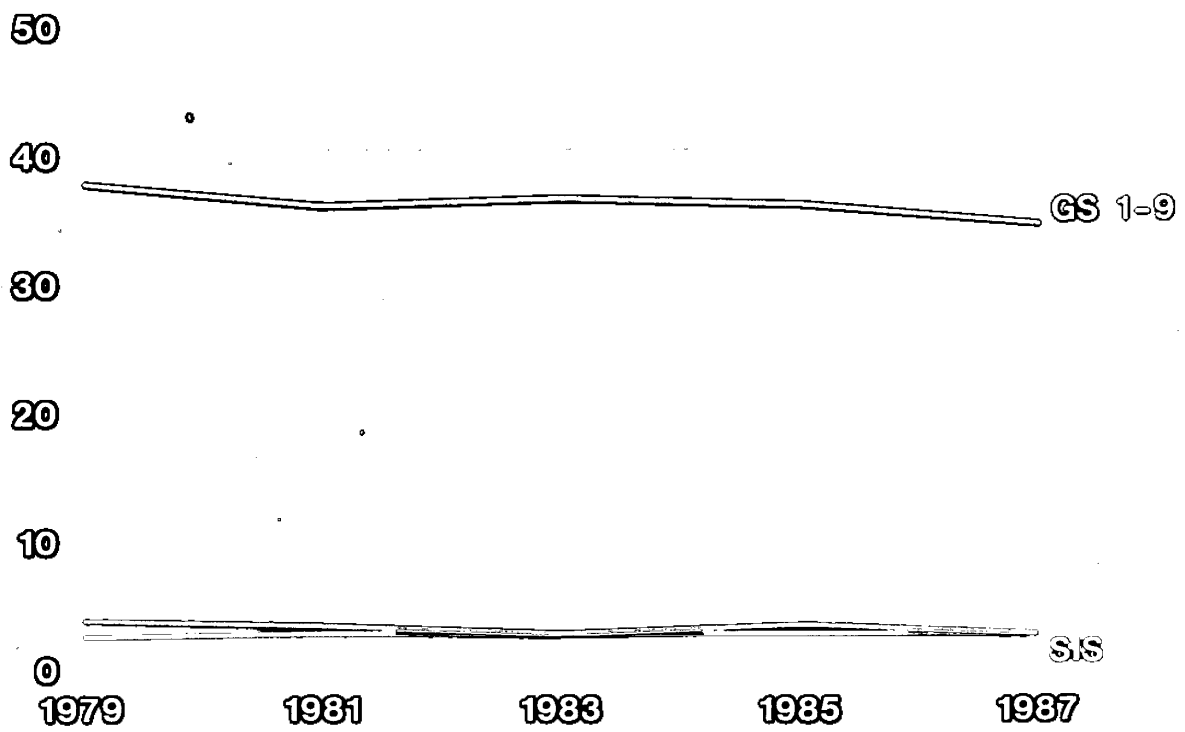
AGENCY AGE TRENDS (in relation to ceiling count population)

AGE	% OF POPULATION 1979	% OF POPULATION 1987
over 66	0.05	0.4
61-65	1	1.3
56-60	4.5	4.2
51-55	9.7	8
46-50	12.7	15.1
41-45	14.3	15.9
36-40	19.7	14
31-35	16.3	13.4
26-30	12.1	15.5
25 & under	9.7	12.3

140-0273-88-011
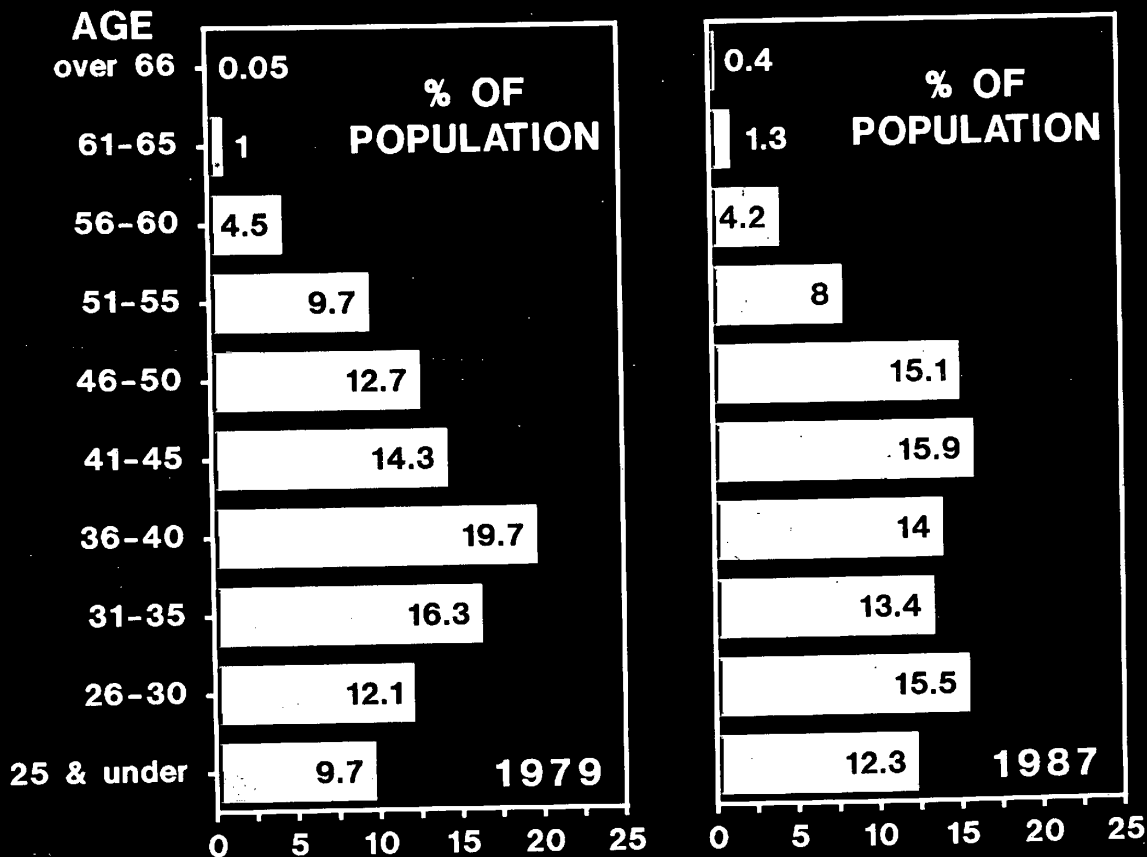
Years of Government Service

Percent of ceiling strength

Data as of 29 Jan 88

YEARS
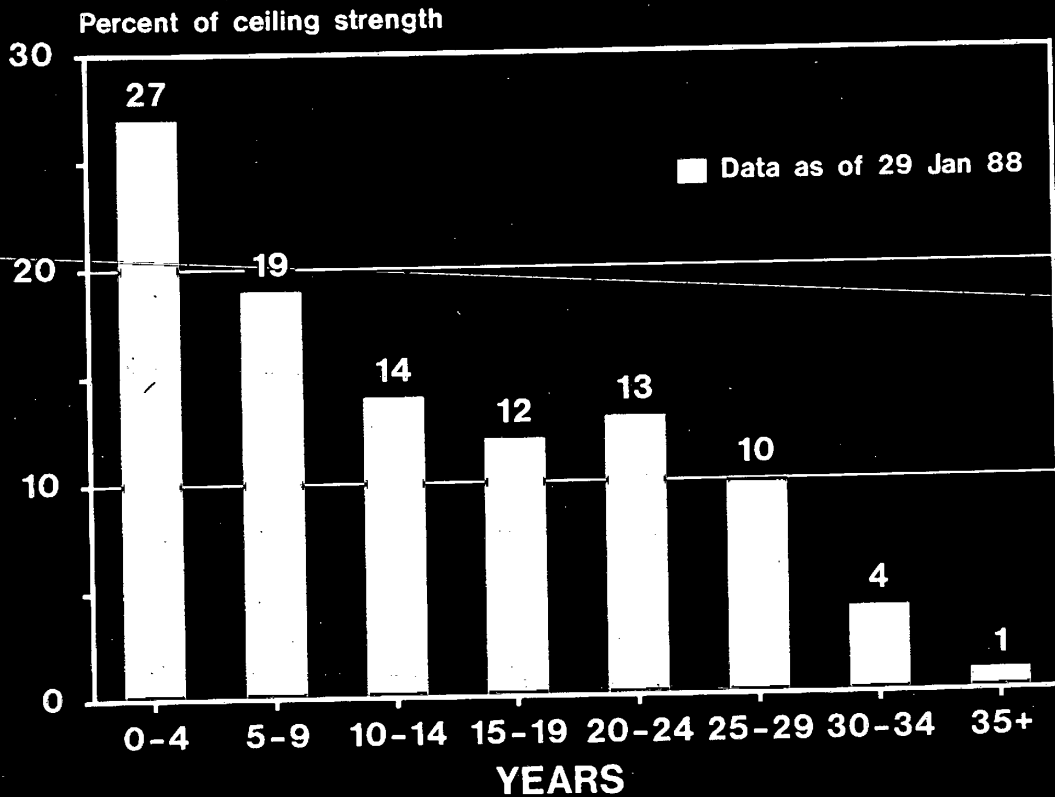
RETIREMENT PROJECTIONS   1988 – 1993

**TOTAL
ELIGIBLE TO
RETIRE:**

25X1
25X1

25X1

**Proj. Actual
Retirements**

57%

**Eligible but
will remain**

43%
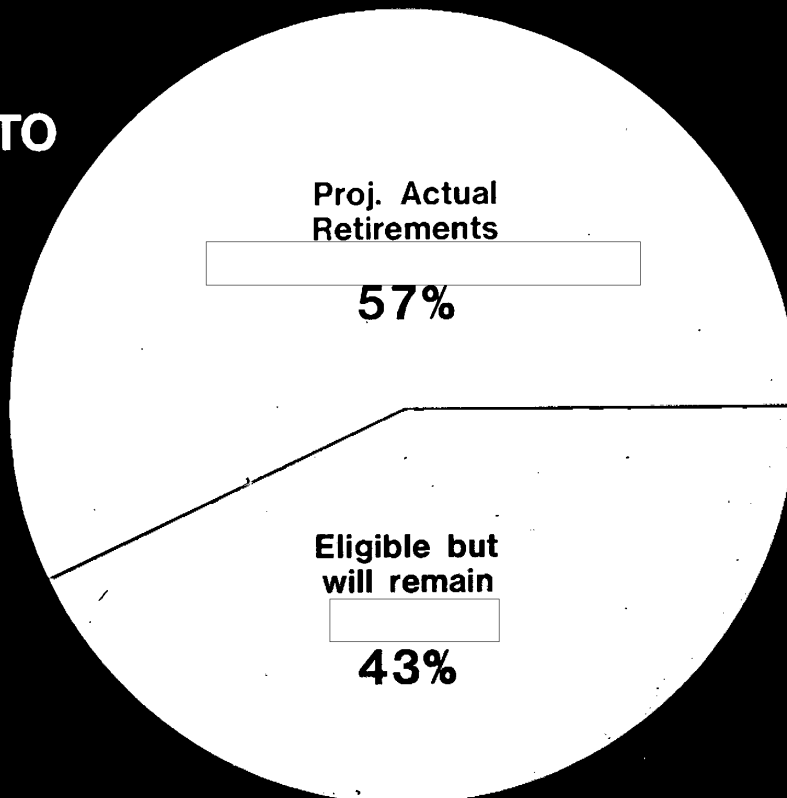
Approx. 1.8% of total ceiling strength retire each year

140-273-88-007

Agency Male-Female Population
Ceiling Count

57%

67%

Male

Female

33%

43%

0

1978   1980   1982   1984   1986   1988   1993*

* Projected

Female Grade Trends

Line chart titled "Female Grade Trends" showing three trend lines from 1979 to 1987. The y-axis ranges from 0 to 80 in increments of 10. GS 1-9 declines from about 75 in 1979 to about 60 in 1987. GS 10-13 rises from about 20 in 1979 to about 37 in 1987. A third line (GS) stays near 0 throughout.

AGENCY POPULATION BY RACE

White
88%

Asia/Pacific
Native American
Other
1%

Hispanic
2%

Black
9%
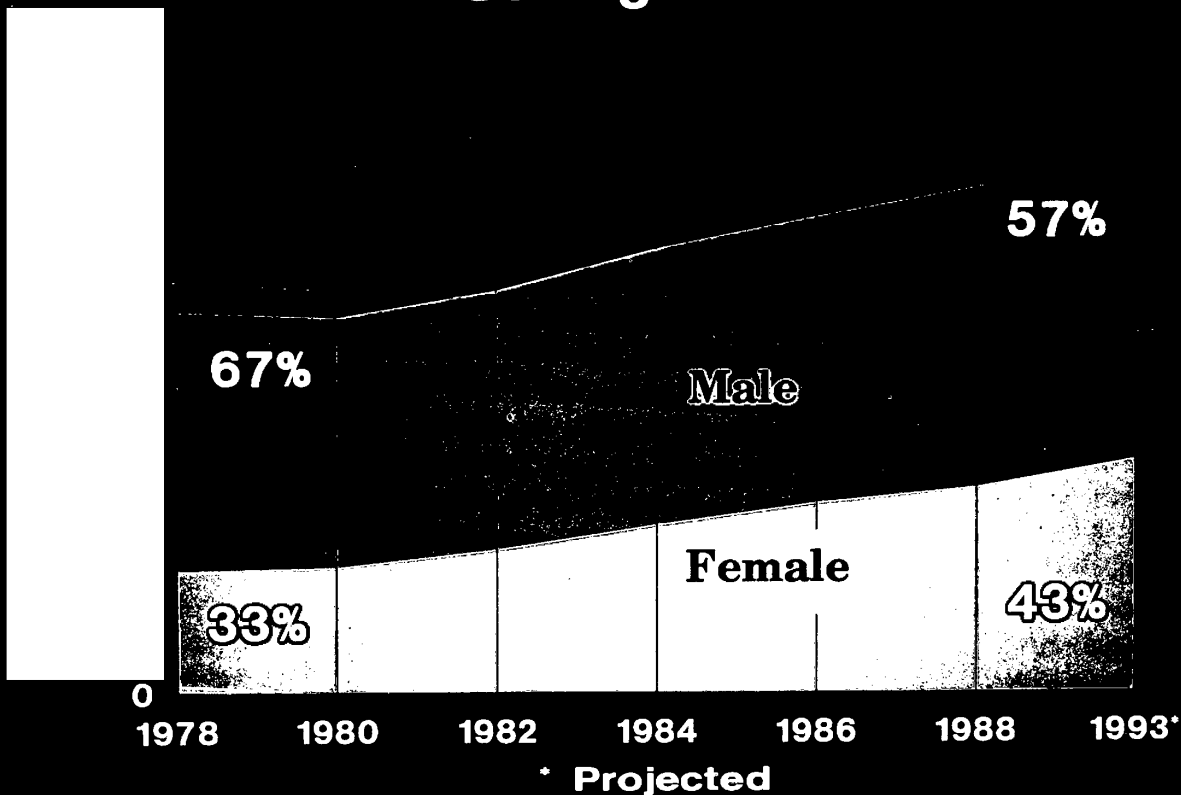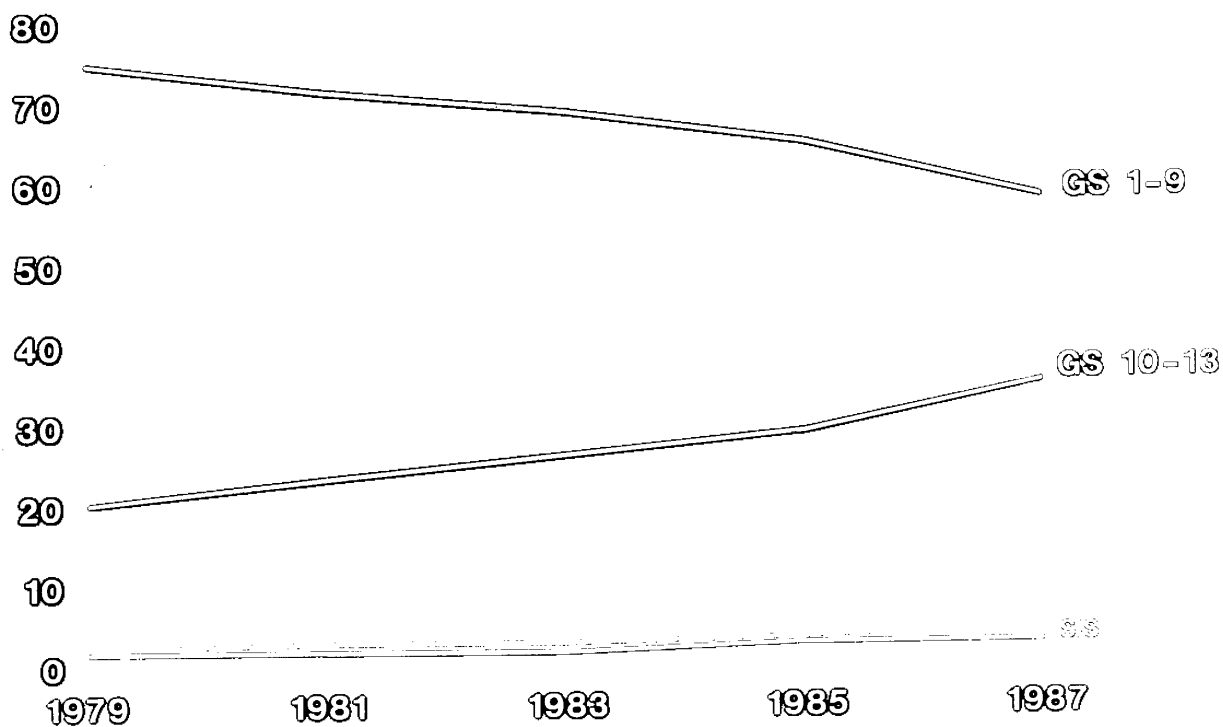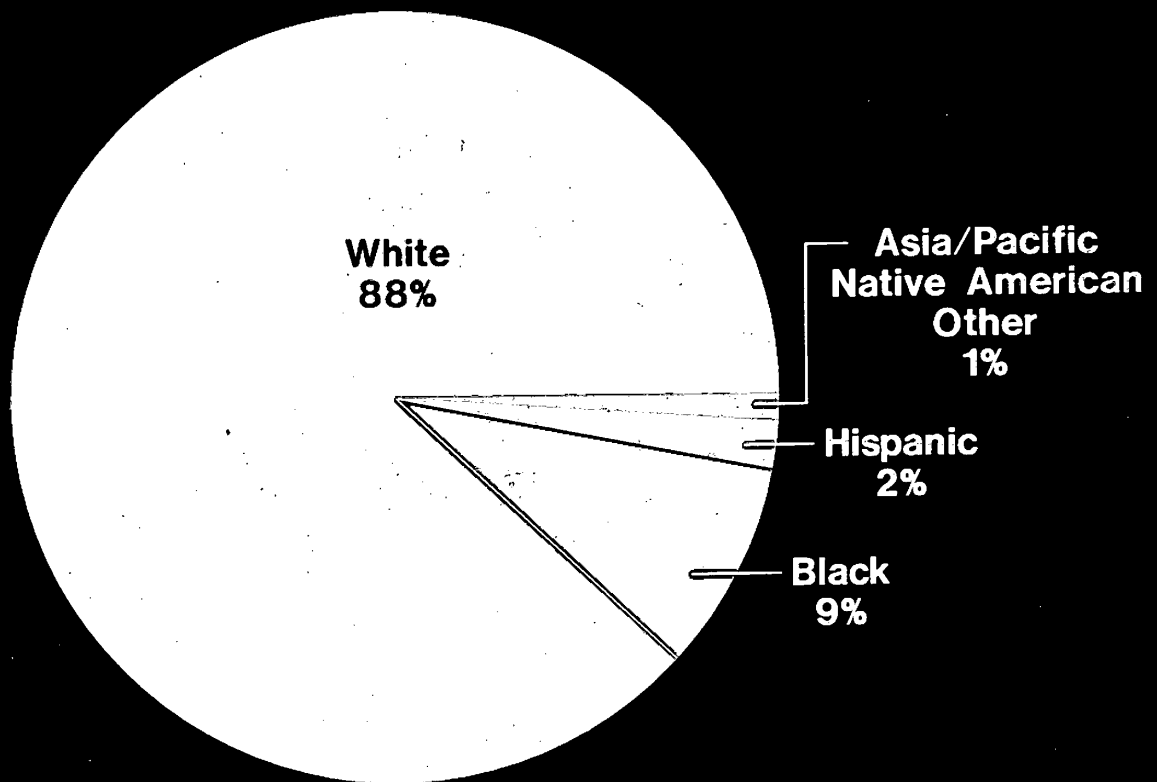
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AGENCY MINORITY POPULATION
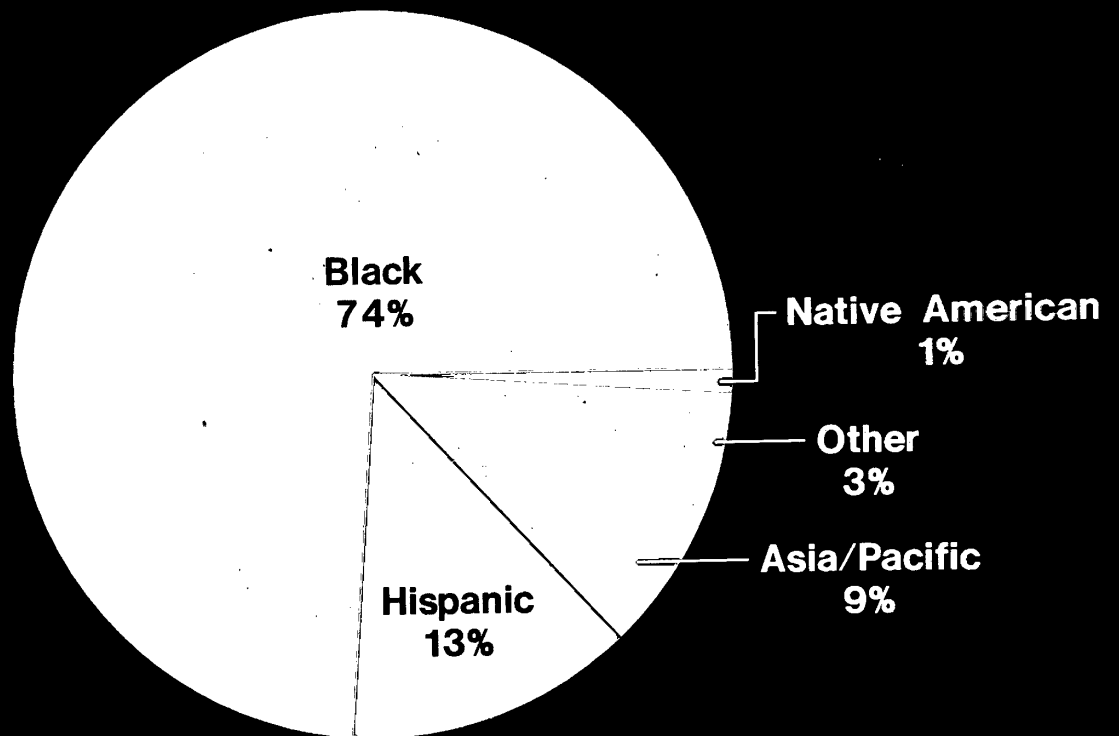
Black
74%

Native American
1%

Other
3%

Asia/Pacific
9%

Hispanic
13%

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Minority Grade Trends

60				
50				
40				
30				
20				
10				GS 14-15
0				SIS
1979	1981	1983	1985	1987

SECTION II
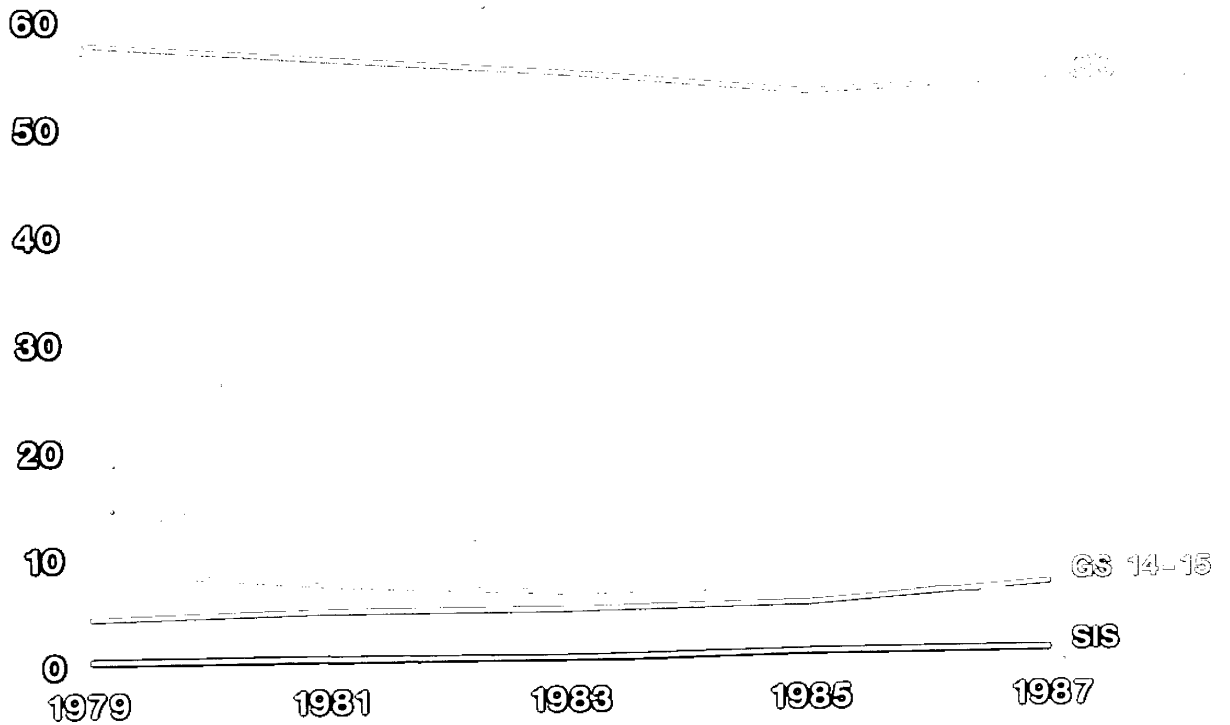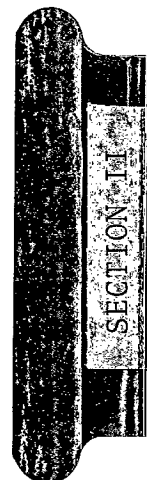
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INDEPENDENT CONTRACTORS

(Rehired Annuitant)

Rehired annuitants are U. S. Government or Agency retirees who are hired on

a fee-for-task basis. They provide the Agency with expertise in a variety of areas

and are not returned to the line positions they held prior to retirement. They

. supplement the work force by performing tasks such as:

Security Investigations

Operational Training

Advising on Technical Collection Programs

Area, Economic and Political Analysis and Consultation

Guidance on Legislative Programs

PAY POLICY FOR REHIRED ANNUITANTS

(INDEPENDENT CONTRACTOR)

Total remuneration during a contract year may not exceed the per annum rate

of the current salary for the grade and step at which the person retired, unless

an exception to the Grade/Step cap is approved by the Head of the Career Service

(up to the GS-15/10 level). EXDIR may approve exceptions to the GS-15/10 cap.

Example	Annual Amount
Retirement Grade - GS-14/4	$ 51,347.00
Annuity	30,808.20
Maximum Allowable Earnings	$ 20,538.80
Maximum Allowable Days at $150 per day =	136 days

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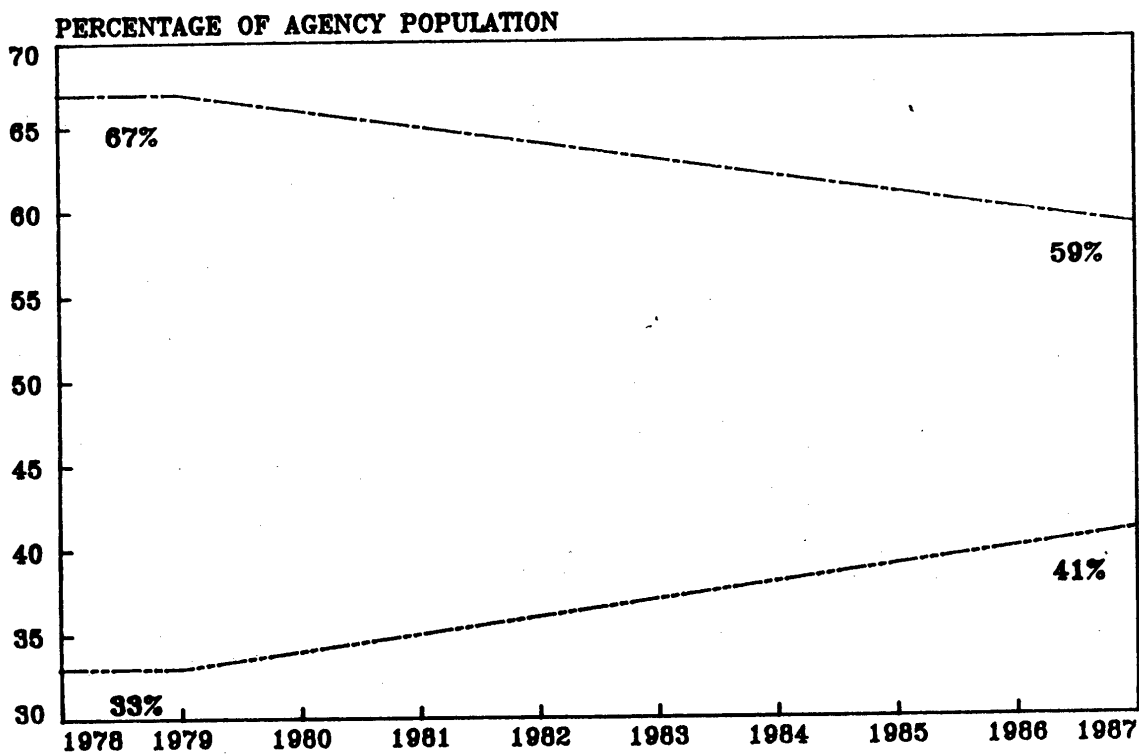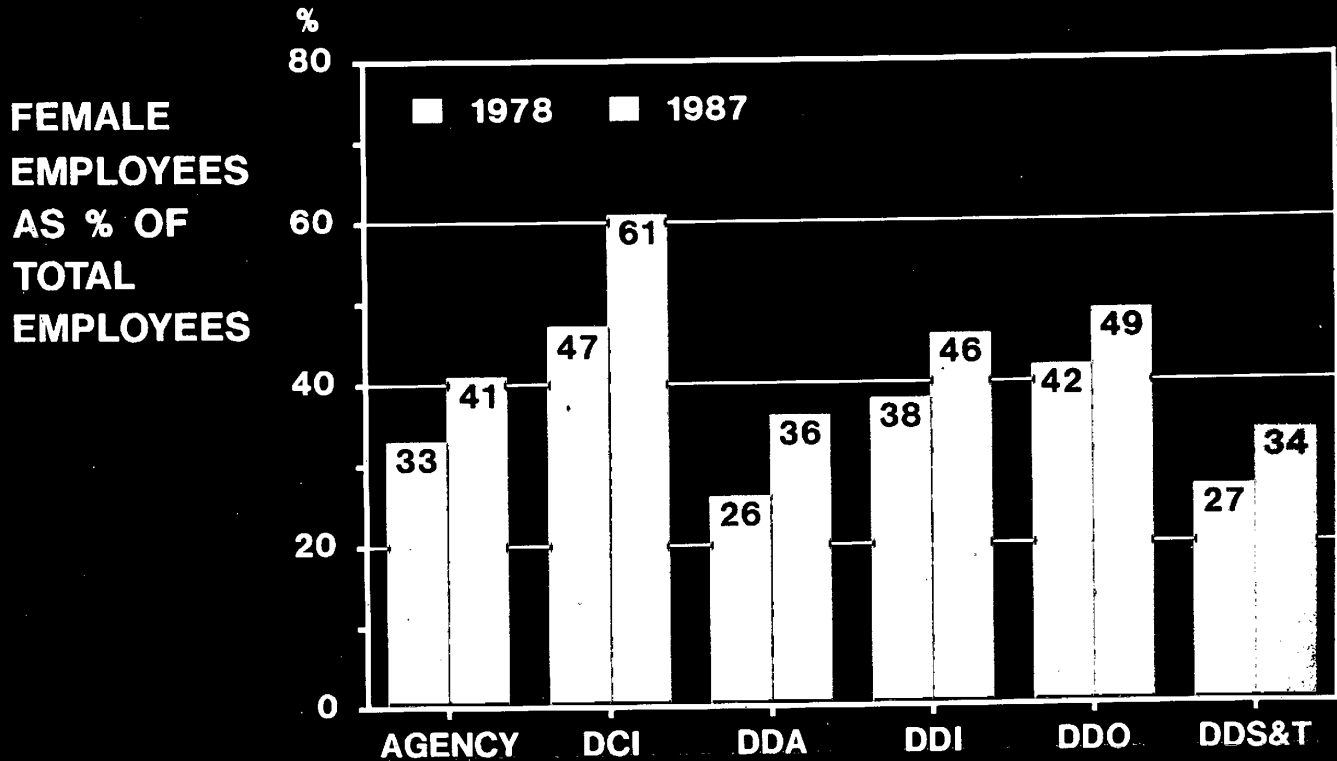
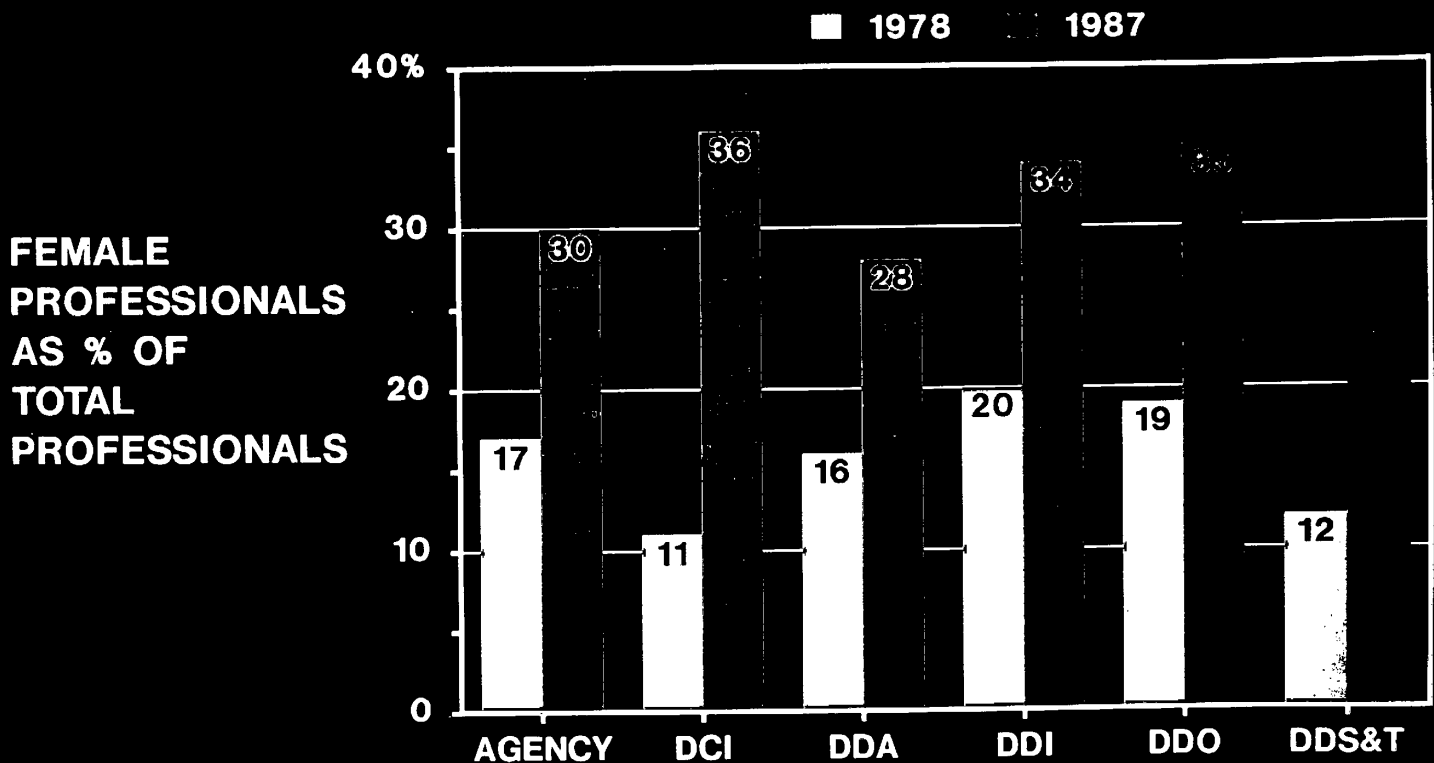SECTION III

AGENCY POPULATION OVER TIME

MALE   FEMALE

PERCENTAGE OF AGENCY POPULATION

67%

59%

41%

33%

70 65 60 55 50 45 40 35 30

1978 1979 1980 1981 1982 1983 1984 1985 1986 1987

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AGENCY AND DIRECTORATES 1978 VS. 1987

FEMALE
EMPLOYEES
AS % OF
TOTAL
EMPLOYEES

AGENCY AND DIRECTORATES 1978 VS. 1987

■ 1978   1987

FEMALE
PROFESSIONALS
AS % OF
TOTAL
PROFESSIONALS

	AGENCY	DCI	DDA	DDI	DDO	DDS&T
1978	17	11	16	20	19	12
1987	30	36	28	34	36	

FEMALES TO TOTAL HIRES

50% —

49%

(Female Hires)

42.7%

34%

37%

31.4%

25% —

(Prof. Female Hires)

21%

0 —

1978   1987   1988 YTD
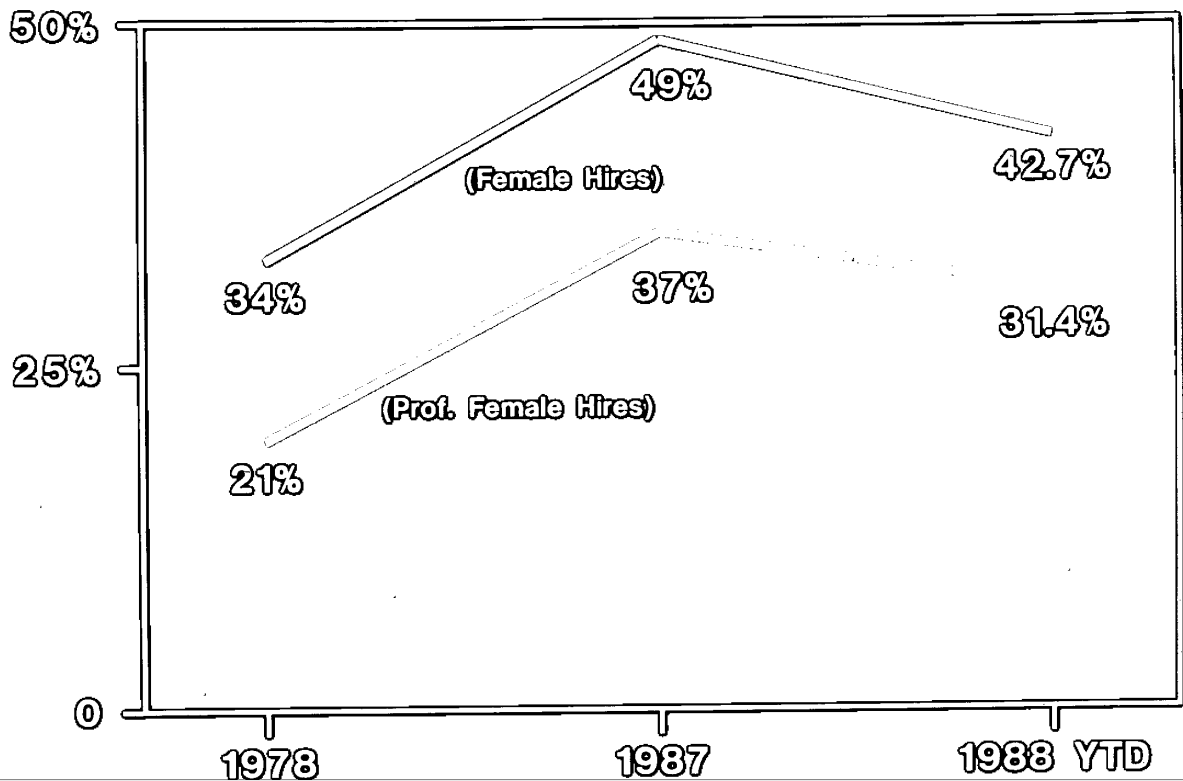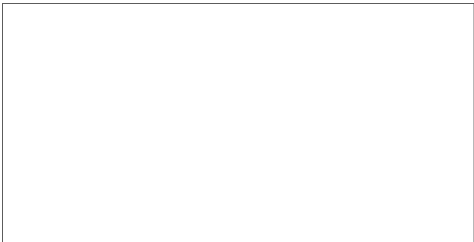
STAT

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% OF FEMALES TO TOTAL HIRES

STAT

FISCAL YEAR	TOTAL HIRES	FEMALE HIRES	%
1978			34%
1987			49%
1988 (YTD)			42.7%

% OF PROF. FEMALES TO PROF. HIRES

STAT

FISCAL YEAR	PROF. HIRES	PROF. FEMALES	%
1978			21%
1987			37%
1988 (YTD)			31.2%

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Total Female Workforce
Federal Government - CIA

%
50

40 ————————————————— Agency ————————————————————

————————————— Federal Government.

30

20

10

0
1982　　　1983　　　1984　　　1985　　　1986　　　1987
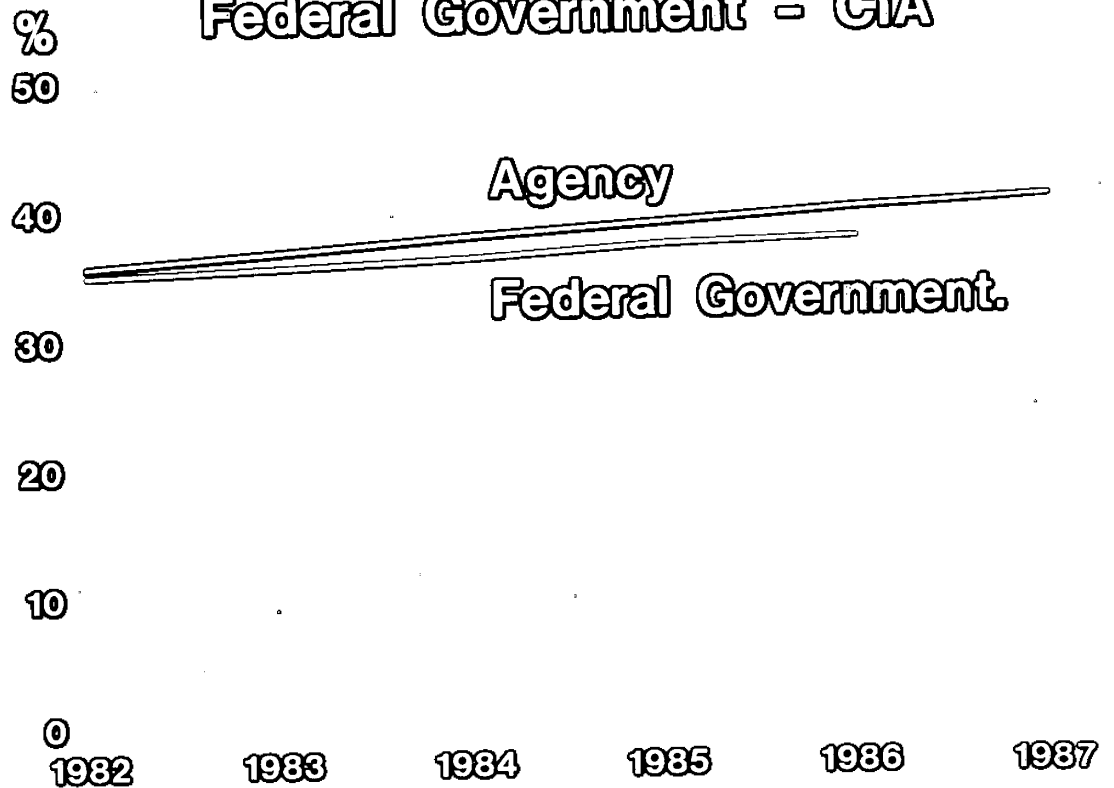
TOTAL FEDERAL GOVT & CIA EMPLOYMENT
OF WOMEN 1982-1987

FED GOVT   CIA

PERCENTAGE OF TOTAL WORKFORCE

42
41
40
39
38
37
36
35
34

1982   1983   1984   1985   1986   1987

NOTE: WOMEN COMPRISED 42.5% OF CIVILIAN LABOR FORCE IN 1982
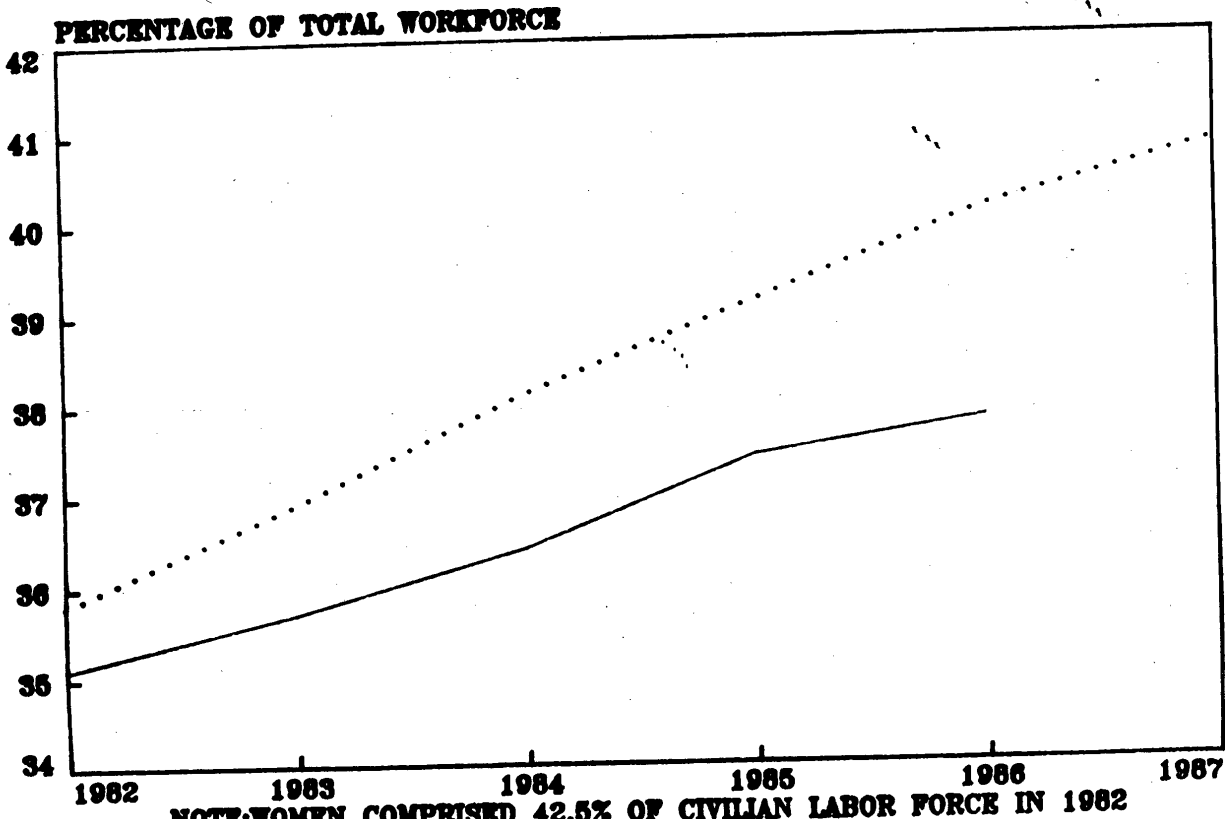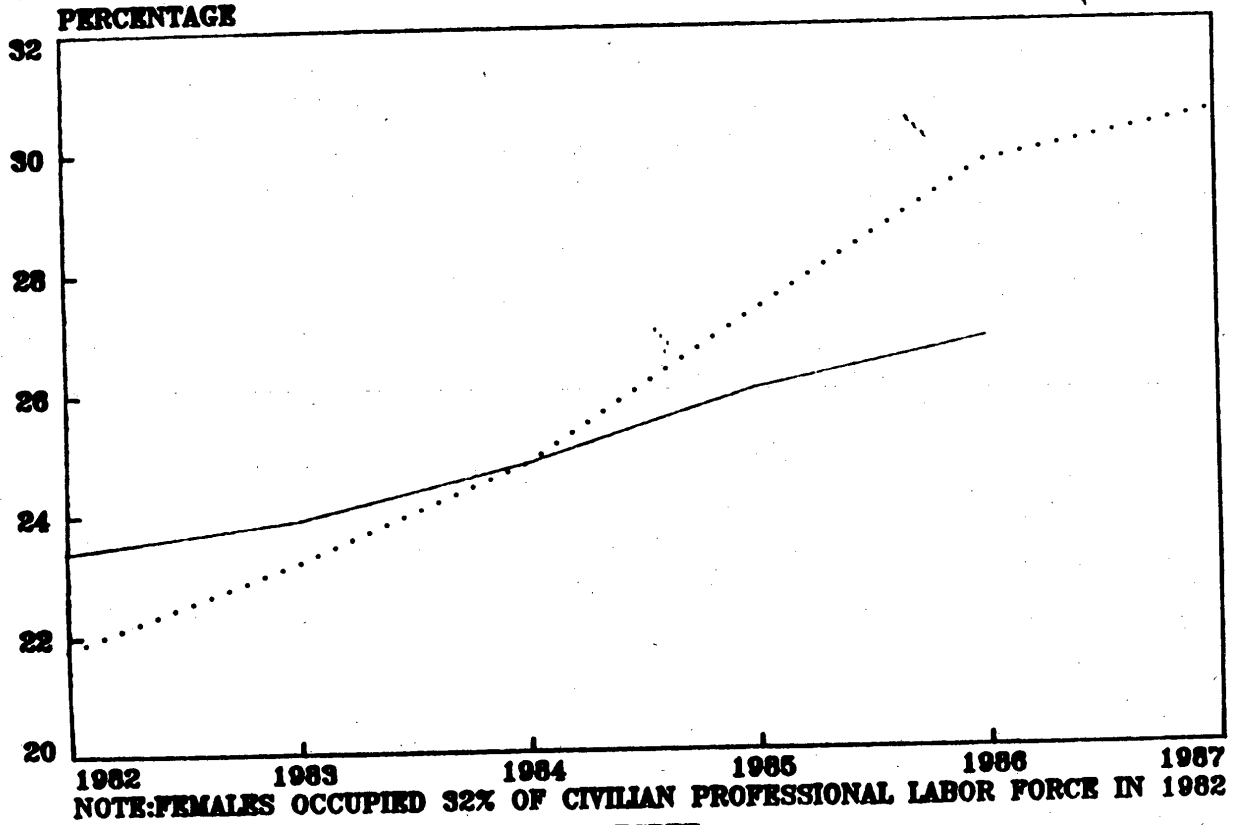
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EMPLOYMENT OF FEMALE PROFESSIONALS
1982-1987

FED GOVT   CIA

—————   · · · · · · ·

PERCENTAGE

NOTE:FEMALES OCCUPIED 32% OF CIVILIAN PROFESSIONAL LABOR FORCE IN 1982

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AGENCY POPULATION BY RACE

White
88%

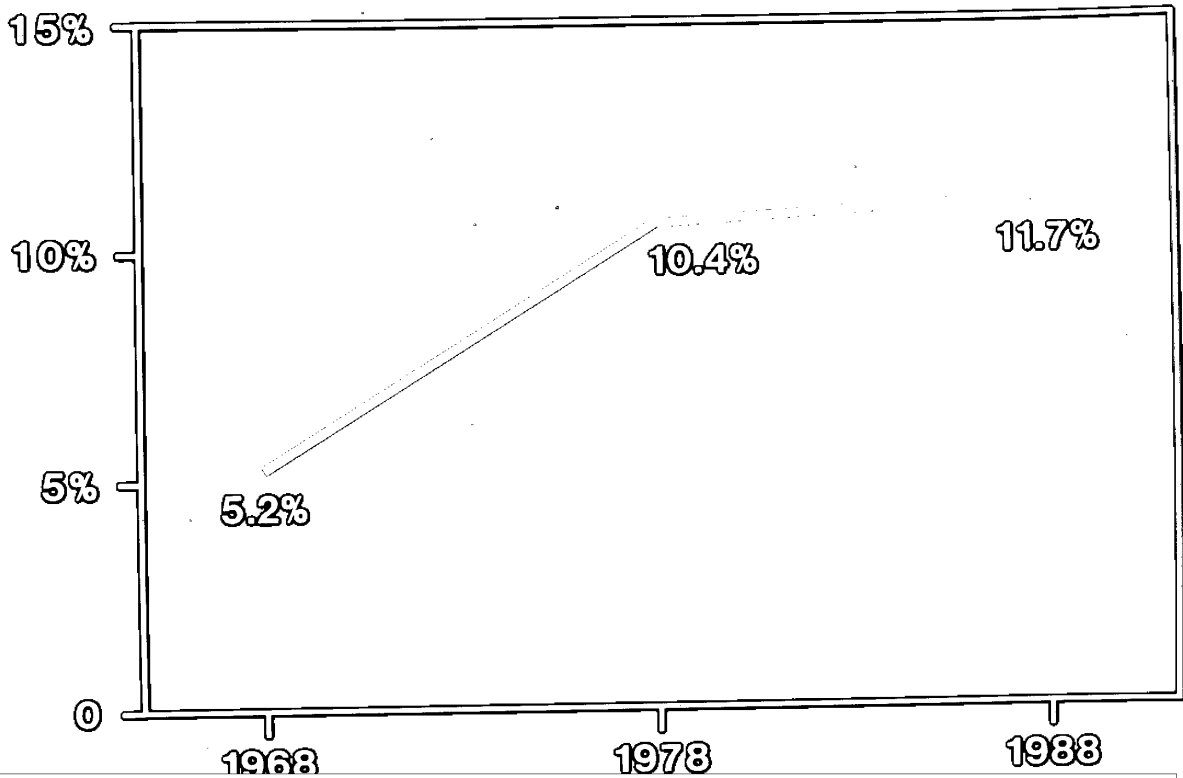Asia/Pacific
Native American
Other
1%

Hispanic
2%

Black
9%

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AGENCY MINORITY POPULATION

**Black
74%**

**Native American
1%**

**Other
3%**

**Asia/Pacific
9%**

**Hispanic
13%**
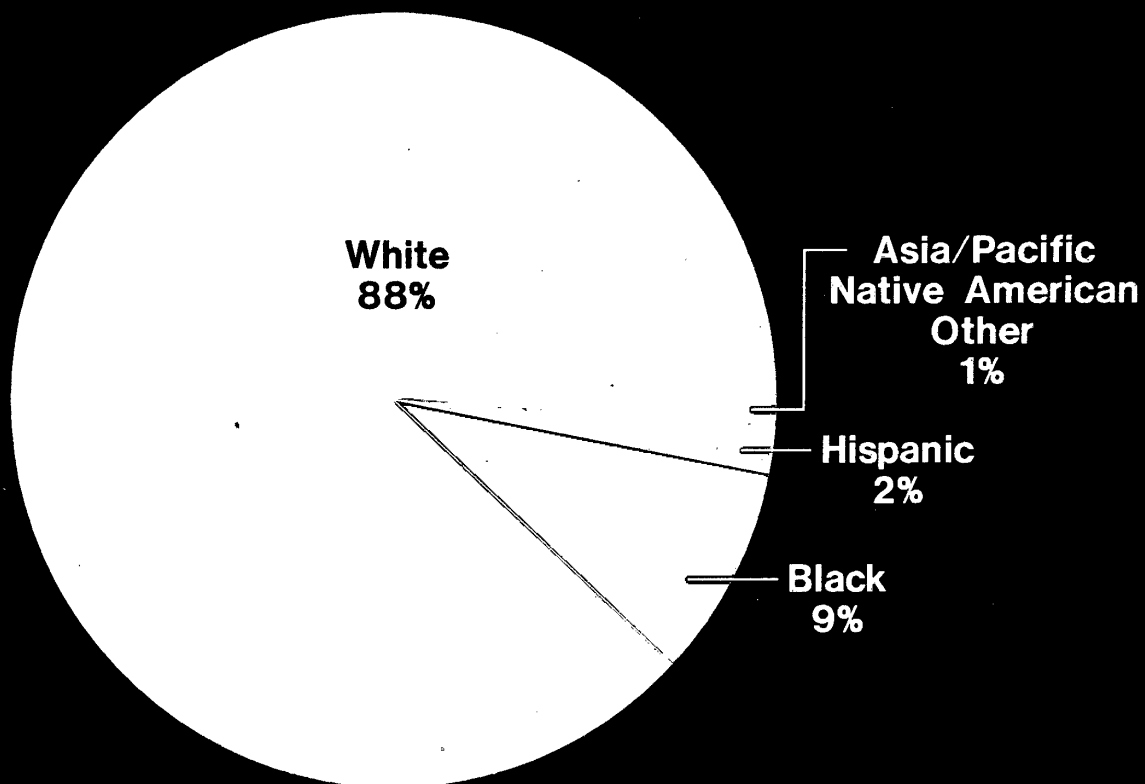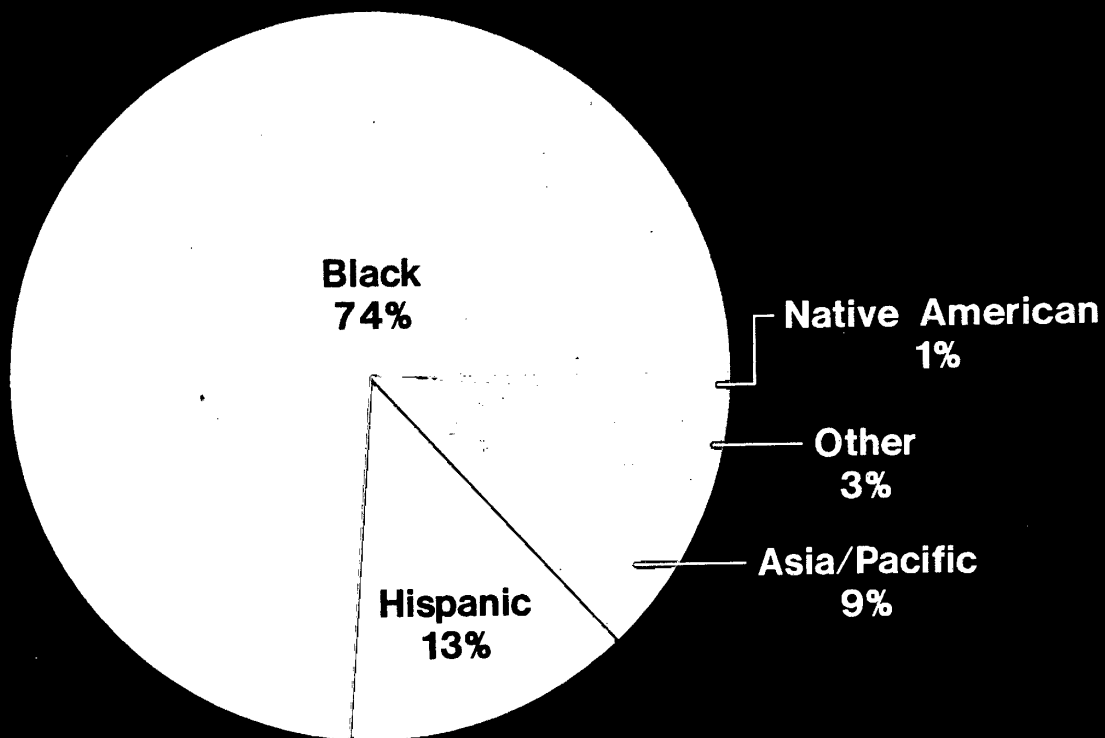
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AGENCY MINORITIES TO TOTAL POPULATION

15%

10%

5%

0

5.2%

10.4%

11.7%

1968

1978

1988

STAT

140-274-88-011

AGENCY AND DIRECTORATES 1978 VS. 1987

MINORITY EMPLOYEES AS % OF TOTAL EMPLOYEES

%

- ■ 1978
- 1987

	AGENCY	DCI	DDA	DDI	DDO	DDS&T
1987	10.4	6.7	9.8	9.7	9.8	13

AGENCY AND DIRECTORATES 1978 VS. 1987

%

MINORITY
PROFESSIONALS
AS % OF
TOTAL
PROFESSIONAL
OFFICERS

10 —

■ 1978   ■ 1987

8 —

7.9

6.8

8

9.1

8.3 8.7

6.9

6 —

6

5.4

4.8

4.8

4 —

4

2 —

0 —

AGENCY   DCI   DDA   DDI   DDO   DDS&T

SECRET

% OF MINORITIES TO TOTAL HIRES

STAT

FISCAL YEAR	TOTAL HIRES	MINORITY HIRES	%
1978			12.8%
1987			17.3%
1988 (YTD)			23.2%

% OF PROF. MINORITIES TO PROF. HIRES

STAT

FISCAL YEAR	PROF. HIRES	PROF. MINORITIES	%
1978			12.0%
1987			9.3%
1988 (YTD)			8.0%
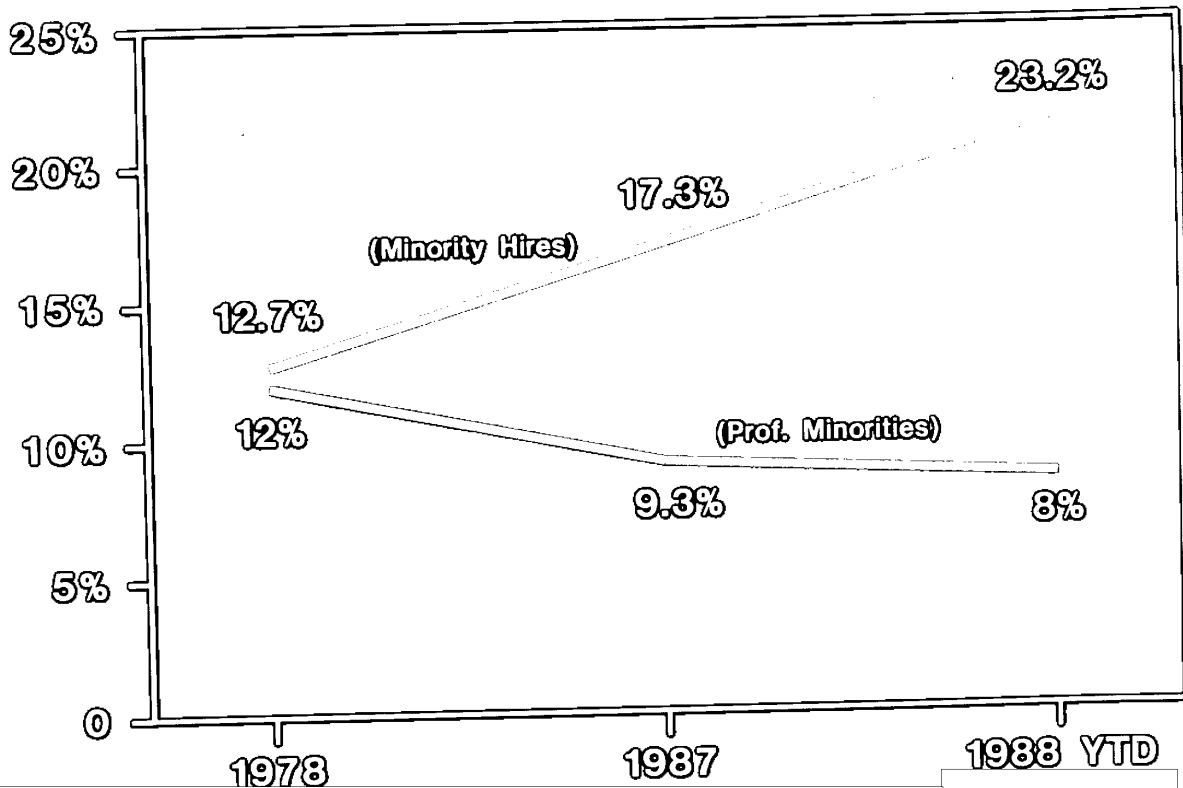
MINORITIES TO TOTAL HIRES

23.2%

17.3%

(Minority Hires)

12.7%

12%

(Prof. Minorities)

9.3%

8%

25%
20%
15%
10%
5%
0

1978   1987   1988 YTD

STAT
STAT

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Federal Govt. vs CIA Employment
of Minorities
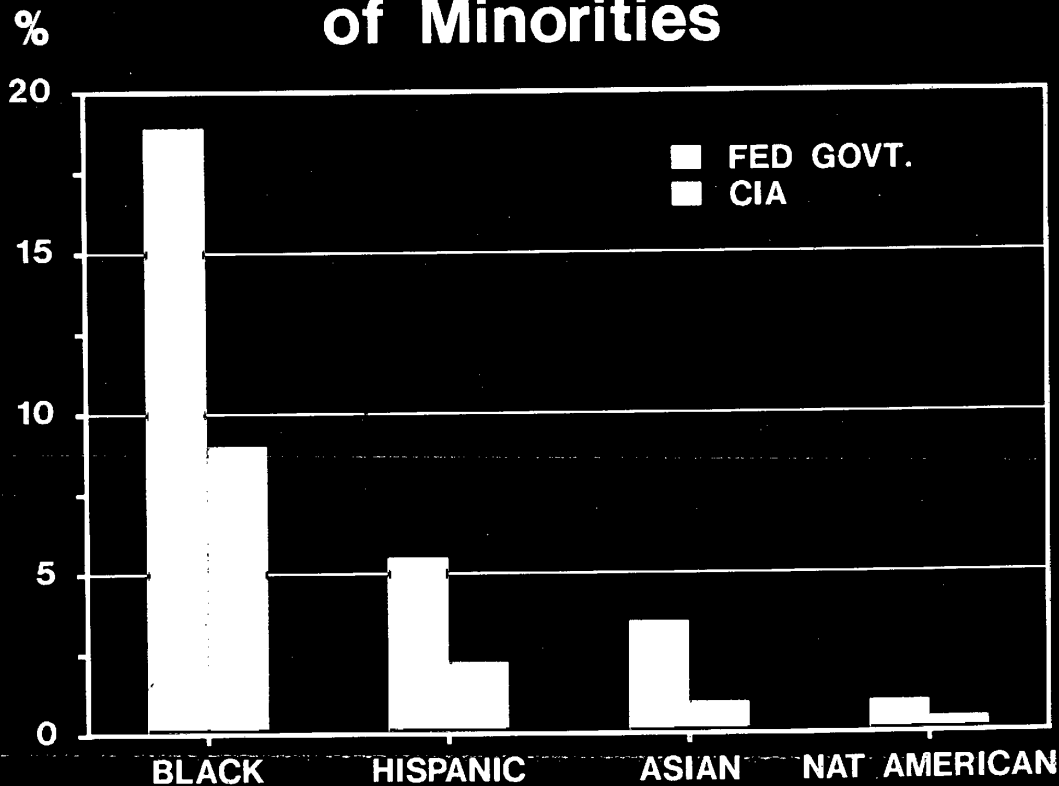
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CAREER PROGRAMS

There currently are six Agency programs for college students and college/university academicians. The number participating in these programs has varied greatly over the years, reflecting shifts in emphasis between programs and the use of students and direct hires. FY-86 and FY-87 mark the beginning of another period of growth.

CO-OP PROGRAM

Undergraduates work on alternate semesters/quarters for at least three work periods. From FY-81 to FY-87, the number of Co-ops hired rose from [   ] Between 24% and 51% of co-ops hired in any given year have been females. Minority Co-ops have increased steadily since FY-82, when none were hired. In FY-87, 21% were minorities.

25X1

GRAD FELLOW PROGRAM

Students entering the first or second year of graduate study work during the summer between academic years. FY-82 to FY-85 saw a large number of Grad Fellows hired, reflecting a focused emphasis on the program. As the number of Co-ops and special minority student programs increased, the number of Grad Fellows decreased. Between 18% and 48% of Grad Fellows hired in any given year have been females; at most 6% have been minorities.

CT INTERNSHIP PROGRAM

Graduate or undergraduate students work during the summer before graduation to learn about careers as operations officers. After completion of the ten week program, those qualified will be offered full tuition payments for their last academic year and a position as a CT when they graduate. [   ]

25X1
25X1

SECRET

ADDITIONAL MINORITY CAREER PROGRAMS

MINORITY UNDERGRADUATE PROGRAM

25X1

25X1

Minority undergraduates (MUPies) work during summers between academic years. The MUPie Program has grown rapidly. About two-thirds of all MUPies are female.

SUMMER FELLOW PROGRAM

Academicians from minority colleges work for a summer to gain first hand knowledge of careers in intelligence. Summer Fellows can then better counsel minority students about CIA employment. Of the eleven academicians who took part in the program in FY-87, two were non-minorities.

UNDERGRADUATE SCHOLAR (STOKES) PROGRAM

25X1

25X1

Minority students entering college are paid a yearly salary and work during the summers between academic years. Scholars are required to work for the Agency for a minimum period after graduation.

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% FEMALE & MINORITY GS 16-18 + SES/SIS
FEDERAL GOVERNMENT VS. CIA

NO FEDERAL GOVERNMENT DATA AVAILABLE FOR 1987

Legend:
- — Minorities (Fed. Govt.)
- Female (Fed. Govt.)
- Minorities (CIA)
- Female (CIA)

Y-axis: 10%, 8, 6, 4, 2, 0

X-axis: 1982, 1983, 1984, 1985, 1986, 1987
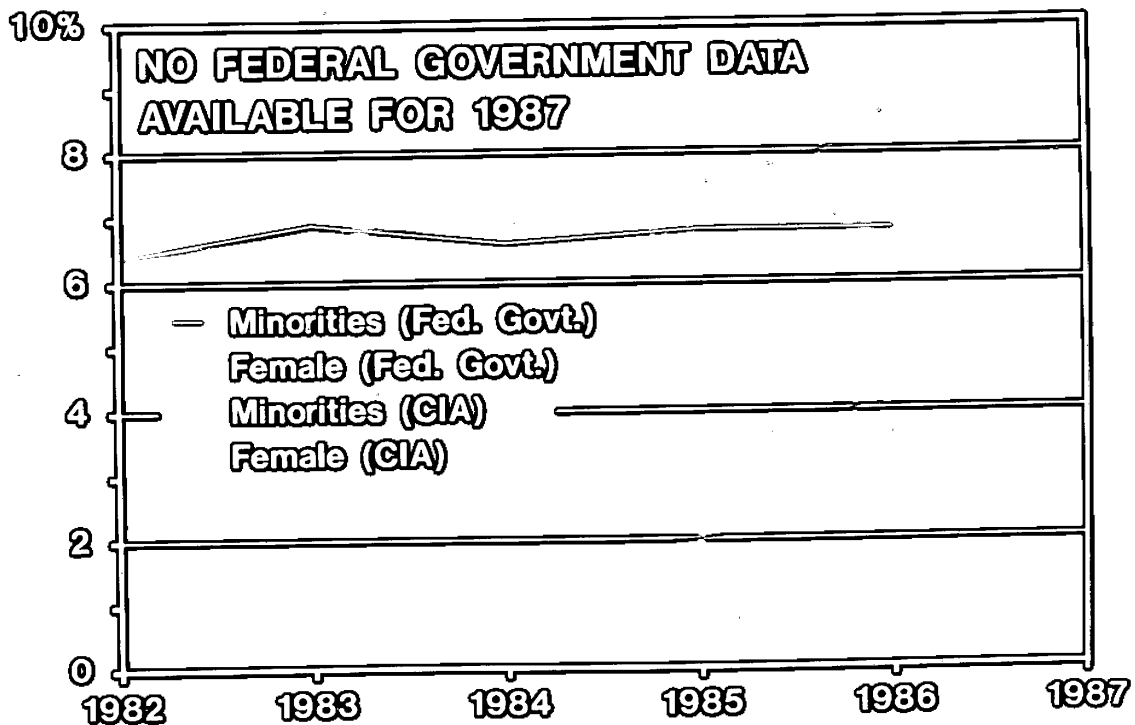
STRENGTH REPORT

°   The statistical data used in this report is as of 29 January 1988.
Ten year comparison data is as of the end of each fiscal year.

STAT
STAT

°   As of this report, the Agency was ▢ under ceiling ▢
▢

STAT
STAT
STAT

°   The balance of projected attrition for the remainder of FY-88 ▢
added to the on duty strength short fall of ▢ places projected
ceiling count vacancies at ▢ for the balance of the fiscal year.

°   Career service data contained in this report provides the basic
information necessary for planning purposes relating to
recruitment, training, promotion, career development, assignment
and other personnel management functions. Career service
statistics included at Section I, TAB B of this report, reflect
those non ceiling strength individuals assigned to ICS ▢   STAT

STAT   ▢ or other federal agencies ▢ that continue to remain under
career service cognizance.

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CONTENTS

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PROCESSING REPORT

STAT
STAT

° The status of FY-88 Recruitment Objectives reflects a total of 1696 FY-88 requirements broken down by subcategory and by career service for full-time ceiling count _____ and non ceiling count _____ requirements. Requirements reduced by the number of EOD's reflect the remaining balance of requirements to be filled.

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STATISTICAL DATA

CONTENTS

1. Agency Strength by Sub Category - by Directorate, C.S.

2. Age and Grade Distribution - by Directorate, C.S.

3. Retirement Eligibility - by Directorate, C.S.

4. Agency Population by Grade and Sex

   A. Agency Female Population
   B. By Grade
   C. Eod's
   D. Separations - 1987

5. Females in the Workforce - by Directorate, C.S.

6. Agency Minority Population - by Sub Category

7. Comparisons of Minorities - by Handicapped, by Sub Category

   A. Minority Non-Strength Count Personnel

8. Agency Population by Grade and Race

9. Comparison of Total Agency Minority Population

   A. By Grade
   B. By Months in Grade
   C. Eod's
   D. Separations

10. Student and Special Programs

1

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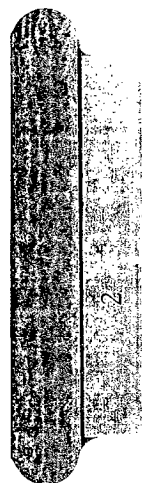
AGE AND GRADE DISTRIBUTION

(Ceiling Count)

o Age distribution in the Agency has remained fairly constant from 1978 through 1987 with a slight percentage increase for those age 61 and over.

o The ceiling count age population of the Agency peaks between ages 24 and 25 and again between 45 and 49 indicating the possibility of surge recruitment requirements when these two groups become eligible to retire.

o Of those age 50 and above, (16.2%), 6% are currently eligible to retire and 2% will be eligible by 31 December 1988.

STAT

o At the end of FY-87 women comprised 41% _____ of the total Agency on-duty strength.

STAT
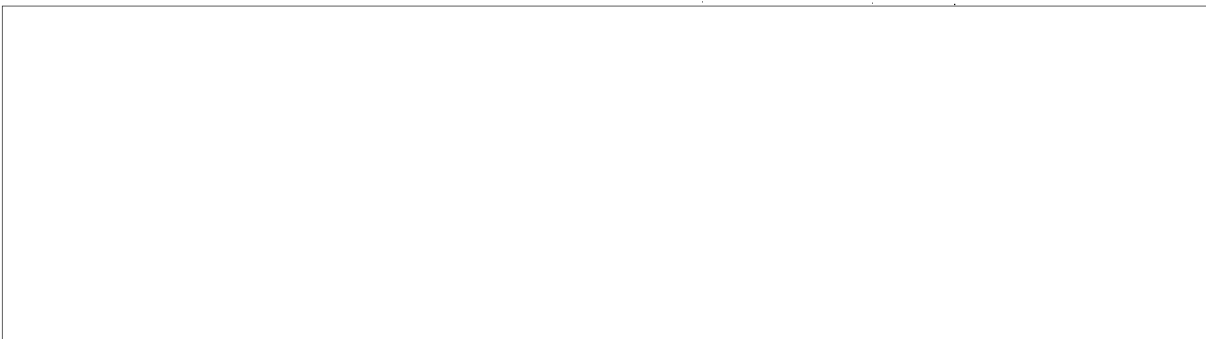
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As of 29 January 1988

RETIREMENT ELIGIBILITY

(Ceiling Count)

STAT   ° 6%, [   ] of the Agency ceiling count workforce is currently eligible to retire.

STAT   ° An additional 2%, [   ] of the ceiling count workforce will become eligible between 1 February 1988 and 31 December 1988.

STAT   ° An additional 11.5%, [   ] will become eligible between 1 January 1989 and 31 December 1993.

STAT   ° 20% [   ] of the current Agency ceiling count workforce will be eligible for retirement during the next six years.

STAT   ° 15% [   ] of the ceiling count workforce is currently eligible for discontinued/involuntary retirement.

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FEMALES IN THE AGENCY WORKFORCE

(Ceiling Count)

STAT
STAT
STAT

- Ceiling count female personnel rose from ____ (32% of the total workforce, ____ in FY-78 to 41%, ____ of the total workforce in FY-87, ____

- Career service percentages of females on duty in relation to total career service on-duty strength is as follows: DCI (E) career service, 57%; DDO (D) career service, 49%; DDI (I) career service, 46%; DDA (M) career service, 36% and DDS&T (R) career service, 34%.

STAT
STAT

- Females currently on-duty comprise 30%, ____ of the officer subcategory ceiling count on-duty strength, ____ .

STAT
STAT

- Females currently on-duty comprise 88% ____ of the total Agency clerical on-duty strength, ____

STAT
STAT

- Females currently comprise 5%, ____ of the total SIS on-duty strength population of ____

STAT
STAT

- Females currently comprise 16.7%, ____ of the total GS-13, 14, & 15 on-duty strength population of ____

STAT

STAT

- The total ceiling count Intelligence Secretary (IS) on-duty population is ____ and this occupation is included in the clerical subcategory along with a variety of other occupations. Females are 99.5%, ____ of the IS population.

STAT
STAT

- In FY-78 34% ____ of the total EOD's ____ were female while in FY-87 49% ____ of the total EOD's ____ were females.

COMPARISON

AGENCY POPULATION

(MALE/FEMALE)

1978 - 1987

	MALE	%	FEMALE	%	
1978		67%		33%	
1979		67%		33%	
1980		66%		34%	
1981		65%		35%	
1982		64%		36%	
1983		63%		37%	
1984		62%		38%	
1985		61%		39%	
1986		60%		40%	
1987		59%		41%	

COMPARISON

DCI (E) CAREER SERVICE

(MALE/FEMALE)

:

1978 - 1987

	MALE	%	FEMALE	%	
1978		53%		47%	
1979		49%		51%	
1980		42%		58%	
1981		38%		62%	
1982		37%		63%	
1983		35%		65%	
1984		40%		60%	
1985		39%		61%	
1986		38%		62%	
1987		39%		61%	

COMPARISON

DDA (M) CAREER SERVICE

(MALE/FEMALE)

1978 - 1987

	MALE	%	FEMALE	%	
1978		74%		26%	
1979		74%		26%	
1980		75%		25%	
1981		74%		26%	
1982		73%		27%	
1983		72%		28%	
1984		68%		32%	
1985		66%		34%	
1986		64%		36%	
1987		64%		36%	

COMPARISON

DDI (I) CAREER SERVICE

(MALE/FEMALE)

1978 - 1987

	MALE	%	FEMALE	%	
1978		62%		38%	
1979		62%		38%	
1980		61%		39%	
1981		60%		40%	
1982		59%		41%	
1983		57%		43%	
1984		55%		45%	
1985		55%		45%	
1986		55%		45%	
1987		54%		46%	

STAT
STAT

COMPARISON

DDO (D) CAREER SERVICE

(MALE/FEMALE)

1978 - 1987

STAT

STAT

	MALE	%	FEMALE	%
1978		58%		42%
1979		57%		43%
1980		57%		43%
1981		56%		44%
1982		55%		45%
1983		54%		46%
1984		54%		46%
1985		53%		47%
1986		52%		48%
1987		51%		49%

COMPARISON

DDS&T (R) CAREER SERVICE

(MALE/FEMALE)

1978 - 1987

	MALE	%	FEMALE	%
1978		73%		27%
1979		74%		26%
1980		73%		27%
1981		73%		27%
1982		72%		28%
1983		70%		30%
1984		68%		32%
1985		68%		32%
1986		66%		34%
1987		66%		34%

COMPARISON

UNDESIGNATED (U) CAREER SERVICE

<u>(MALE/FEMALE)</u>

1978 - 1987

		<u>MALE</u>	<u>%</u>	<u>FEMALE</u>	<u>%</u>	
STAT	1978		79%		21%	
	1979		59%		41%	
	1980		62%		38%	
	1981		88%		12%	
	1982		89%		11%	
	1983		90%		10%	
	1984		87%		13%	
	1985		84%		16%	
	1986		83%		17%	
	1987		89%		11%	

FEMALE POPULATION

(BY SUBCATEGORY & CAREER SERVICE)

SUBCATEGORY	DCI(E)	DDA (M)	DDI (I)	DDO (D)	DDS&T (R)	TOTAL FEMALES	%
Officer:							30%
Technical:							54%
Clerical:							89%
Wage:							15%
TOTALS:	(59%)	(36%)	(46%)	(49%)	(34%)	(41%)	

STAT

*Includes all FEMALES regardless of race.

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AGENCY MINORITY POPULATION

BY SUBCATEGORY

STAT

RACE	OFFICER	TECHNICAL	CLERICAL	WAGE	TOTAL	%
BLACK						8.71%
HISPANIC						1.54%
AMER NAT						0.10%
ASIA/PAC						1.07%
OTHER						0.29%
TOTAL						11.71%
PERCENTAGE	7.86%	18.90%	20.99%	25.68%		

SECRET

BY CAREER SERVICE & SUBCATEGORY

"E" CAREER SERVICE

STAT

RACE	OFFICER	TECHNICAL	CLERICAL	WAGE	TOTAL	%
BLACK						4.17%
HISPANIC						0.69%
ASIA/PAC						1.74%
OTHER						0.35%
TOTAL						6.95%
PERCENTAGE	4.84%	8.33%	11.11%	0%		

"M" CAREER SERVICE

STAT

RACE	OFFICER	TECHNICAL	CLERICAL	WAGE	TOTAL	%
BLACK						10.80%
HISPANIC						1.50%
AMER NAT						0.15%
ASIA/PAC						0.50%
OTHER						0.24%
TOTAL						13.19%
PERCENTAGE	8.03%	18.31%	21.18%	27.25%		

"I" CAREER SERVICE

STAT

RACE	OFFICER	TECHNICAL	CLERICAL	WAGE	TOTAL	%
BLACK						7.29%
HISPANIC						1.02%
AMER NAT						0.06%
ASIA/PAC						0.73%
OTHER						0.06%
TOTAL						9.16%
PERCENTAGE	4.80%	25.84%	24.08%	0%		

"D" CAREER SERVICE

STAT

RACE	OFFICER	TECHNICAL	CLERICAL	WAGE	TOTAL	%
BLACK						6.45%
HISPANIC						1.86%
AMER NAT						0.06%
ASIA/PAC						2.21%
OTHER						0.66%
TOTAL						11.24%
PERCENTAGE	7.98%	17.87%	18.10%	0%		

"R" CAREER SERVICE

STAT

RACE	OFFICER	TECHNICAL	CLERICAL	WAGE	TOTAL	%
BLACK						8.94%
HISPANIC						1.68%
AMER NAT						0.09%
ASIA/PAC						0.99%
OTHER						0.19%
TOTAL						11.89%
PERCENTAGE	9.15%	18.26%	24.59%	20.20%		
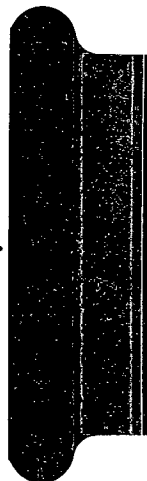
"R" CAREER SERVICE

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AVERAGE MONTHS IN GRADE COMPARISONS

FOR MINORITY POPULATION BY CAREER SERVICE

GRADE	1978 AVERAGE MONTHS IN GRADE					1987 AVERAGE MONTHS IN GRADE				
	E	M	I	D	R	E	M	I	D	R
GS-07	35.5	37.3	54.1	51.4	46.7	0	30.2	21.9	21.3	36.4
GS-09	19.0	39.8	50.7	27.7	25.1	0	25.6	34.7	12.1	27.7
GS-11	57.0	26.7	33.7	32.0	35.8	28.0	22.2	18.9	20.3	21.4
GS-12	2.0	33.9	33.4	40.8	52.1	9.0	33.4	36.5	41.4	29.5
GS-13	9.0	19.5	75.0	41.0	43.8	13.0	31.4	40.9	47.8	29.7
GS-14	0	21.8	39.6	32.8	55.5	77.0	24.1	51.4	52.9	23.1
GS-15	21.3	37.0	32.0	24.6	0	13.0	21.6	34.7	59.1	35.5
SIS-1	0	0	35.0	51.0	0	9.0	3.0	0	9.0	15.0
SIS-2	0	0	35.0	51.0	0	0	69.0	9.0	45.0	15.0
SIS-3	0	0	0	42.0	14.0	0	33.0	0	0	30.0
SIS-4	0	0	0	0	0	0	0	0	0	21.0

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